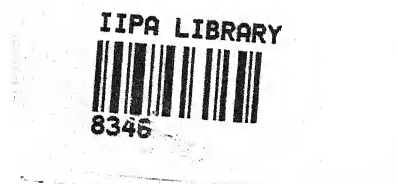


DISTRICT COLLECTORATES IN U. P.

A Study



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CONTENTS

PREFACE

CHAPTER	PARAGRAPHS	PAGES
I. INTRODUCTION	1.01 - 1.12	1-5
II. ORGANIZATIONAL SET-UP	2.01 - 2.35	6-27
III. PROCEDURES & METHODS	3.01 - 3.11	28-49
IV. MANAGEMENT OF MEN & MATERIAL	4.01 - 4.36	50-84
V. WORK PERCEPTION AND COMMITMENT TO THE WORK	5.01 - 5.11	85-99
VI. DAS COMMITTEE REPORT	6.01 - 6.37	100-134
VII. CONCLUSION	7.01 - 7.09	135-142
VIII. ANNEXURES NOS. 1 - 49.		143-322
IX. LIST OF ABBREVIATIONS.		323
X. GLOSSARY OF TECHNICAL TERMS.		324
XI. BIBLIOGRAPHY.		325-327

PREFACE

Historically speaking, Collectorate (Kuchehry in U.P. parlance), as the office of the District Collector is commonly known, is the oldest office in any district and yet, paradoxically it is the most neglected, ill-equipped and out-moded office in existence. In its own way it has stood the vicissitude of time but a time has now come when its working needs to be scrutinised and re-oriented to serve as an effective tool in the hands of the District Collector who, during the last few years after the independence has been called upon to shoulder ever-growing responsibilities. There is no doubt that this functionary, in his new role as the captain of the district team, needs an efficient instrument to facilitate achievement of the tasks assigned to him.

This project, undertaken on the invitation of the Indian Institute of Public Administration, attempts to study the organization of and the methods employed in this office, with a view to suggesting steps to make this office model of adaptability, efficiency and responsiveness.

The time at the disposal of the study team was rather short; and the resources for a very extensive survey meagre. The report in its final form therefore is not

as comprehensive as one would have liked it to be. Follow up studies would, therefore, be needed to fill in the gap.

This study included field work at Lucknow and Unnao, in addition to Kanpur. I am extremely grateful to Sri P.C. Pande, Deputy Commissioner, Lucknow and Sri S.B. Lall, Deputy Commissioner, Unnao for all the assistance so readily given by them to the R Project Associate and for the very useful suggestions made by them.

The project team consisting of Sri P.D. Chaturvedi and Dr. Ramesh Srivastava, Project Associates, and myself deliberated extensively and intensively to arrive at unanimous recommendations. No words are adequate to express my gratitude to the other members of the team who did almost the entire spade work and prepared the complicated annexures.

The final recommendations were discussed with several senior officers and colleagues and I am grateful particularly to Sri K.K. Sharma, Administrator, Nagar Mahapalika, Kanpur for his very useful suggestions.

Finally, I should like to express my gratitude to Dr. J.W. Khosla, Director, Indian Institute of Public Administration who trusted me with this task and from whom

(111)

I received encouragement and guidance from
time to time during the course of the study.

R.K. TRIVEDI

CONSULTANT & PROJECT DIRECTOR.

Kanpur:
April 12, 1967.

CHAPTER I

INTRODUCTION

Purpose of study:- The present study, 'District Collectorates in Uttar Pradesh', was undertaken at the instance of the Institute of Public Administration, New Delhi. The purpose was

- (1) to define the structure and functions of the district Collectorates in Uttar Pradesh.
- (2) to make recommendations about the lines on which it may be re-organised so as to enable it to play the desired role in the execution of policies and shoulder the burden of added responsibilities that the Plans and the objective of 'Welfare State' might impose on the district administration.
- (3) to make recommendations for the more efficient and effective functioning of the Collectorates with a view to making them models of efficiency, integrity, responsiveness and despatch.

1.02. Background of study:- District is the basic administrative unit and Collectorate its Central brain-exchange. The main functions that a district Collectorate has to perform have a direct relevance to what a District Officer did before independence viz. regulatory functions like collection of land revenue, dispensation of Criminal justice, ensuring peace and security as head of the criminal administration in the district; executive functions like Census, Elections and other functions as representative of the State Govern-

ment and captain of the district team: or what he is required to do thereafter in pursuance of the changed objectives of the State viz. planning, development, executive functions like maintenance of essential supplies besides of course such emergency functions as are added to his task from time to time as Civil Defence, scarcity or emergency relief or democratic functions as member or chairman of a large number of committees as a requirement of responsible Govt. at the district level.

1.03. Urbanisation, industrialisation, launching of extensive developmental plans and economic planning, growth of democratic institutions of responsible Govt. have created new problems for and added considerably to the responsibilities of the district administration.

1.04. The question of re-organizing district Collectorate and treasuries in Uttar Pradesh in recent past was mooted at length by Sri K.K. Das, I.C.S., Commissioner for Re-organisation. Das Committee submitted two reports: one pertained to the re-organisation of Collectorates and the other made recommendations for the re-organisation of treasuries.

1.05. Problem and design of study:- The working hypothesis for the present study was formulated on the basis of recommendations made by Das Committee whose endeavour was to effect economy and increase efficiency despite the rise in work load by proper division of responsibilities, by introducing material procedural changes and by

establishing efficient intra and inter-sectional functioning. Along with the study of the recommendations of Das Committee, the procedure as it obtains today in district Collectorates and treasuries and the management of men and material were also investigated.

1.06. The scheme of this report is as follows:-

Chapter II deals with the organisational set-up of district Collectorate and treasury. Chapter III deals with the procedures and methods currently in vogue.

Chapter IV deals with the management of men and material.

Chapter V deals with work perception and commitment to the work.

Chapter VI deals with F.K. Das Committee Report.

Chapter VII deals with general conclusions, suggestions and recommendations.

1.07. Procedure of study:- Various methods of data collection - primary and secondary - were employed such as issue of a questionnaire, collection of factual data from officers and officials of Collectorates through a schedule for interview, personal discussions with officers of various districts and State Government, case studies in a few important categories of work performed in Collectorate and perusal of relevant printed reports and other material.

1.08. The questionnaire contained both open-ended

and fixed alternative questions and it covered almost all the aspects of Collectorate and Treasury administration. It was widely circulated among the officers and officials of Collectorate. The response, however, was not quite upto the expectations. The questionnaire has been reproduced as annexure No. 1.

1.09. A schedule for interview with the officers and officials of Collectorate and treasury seeking information pertaining to work load, manner of work flow, staffing pattern of different sections and offices, work methods and job efficiency was devised (see annexure No. 2) and a good number of them including sectional heads and officers-in-charge were interviewed. The response was adequate.

1.10. It was also decided to conduct case studies of some important categories with a view to determine various stages and average time taken at each stage upto the level of decision making. These case studies were analysed and the results are included in the annexures.

1.11. The role of Collectorates in Uttar Pradesh in the execution of Government policies and redress of grievances and granting of requests at district level has been examined by making a special study of the Kanpur Collectorate although Unnao Collectorate as a representative of small Collectorates and Lucknow Collectorate being situated in the capital town of Uttar Pradesh were also sampled.

1.12. Difficulties experienced:- The following factors hampered and delayed the study:-

(1) Shortage of time and limited resources in view of the wide range of investigation.

(2) Abnormal conditions arising out of the strike of Government employees and General Elections.

(3) Busy work schedule of the informants.

(4) Occasional hesitance of informants to express their candid opinion on questions pertaining to administrative lacunae.

CHAPTER II

ORGANIZATIONAL SET-UP

2.01. With the expansion of the duties of the District Officer after Independence in 1947, the Collectorates have, for obvious reasons, ceased to be mere offices dealing with the routine regulatory functions of the district administration. New laws and executive orders have brought these offices in greater contact not only with individual members of the public but also with organised social, political and philanthropic institutions including the Press and the representative elected bodies like the Panchayats, Kshetra Samitis, Zila Parishads, Town Areas and Municipal Corporations. Besides, new offices like Planning, Settlement, Industries, Soil Conservation, Family Planning etc. which have been set up are also controlled by the District Officer and a sizeable reference relating to these offices is received and processed in the Collectorate.

2.02. Way back in 1955, the Government of Uttar Pradesh appointed a one man Committee comprising Sri K.K. Das, I.C.S., Commissioner for Reforms, to report on the organization of the Collectorate and Treasury in the State. This Committee undoubtedly introduced some system in the otherwise unmethodical work as it obtained in these offices.

2.03. It may, however, be observed that considerable work load has been added to the Collectorates ever since the report of Das Committee was submitted. In order to cope with the increased work load a number of entirely new branches have been added to the Collectorates. For instance, for purposes of assessment of Urban Holdings taxes and their collection a full-fledged office had to be established. Similarly, new sections, like the Old Age Pension Scheme have substantially enlarged the scope of the activities of the Collectorates.

2.04. The nature and volume of the work with the old hands who deal with routine matters have also changed considerably. To cite an example, officials who deal with cases relating to Government appeals have also now to attend to a large number of suits and Writ Petitions filed by or against the Government, and the involvement of the Government in such litigations has an ever-increasing trend. Similarly, in the Planning Office absolutely new sections like the Statistics, Soil Conservation, Family Planning and Minor Irrigation have been added.

2.05. The main aim of this study is to examine the role of Collectorates (in its wider connotation) in the execution of Government policies and redress of grievances at district level with special reference to Kanpur. In fulfilment of this objective a brief study of the Collectorates in Unnao and Lucknow has also been undertaken.

2.06. The purpose of the study has necessarily involved an examination of the present organizational structure, staffing pattern, procedures and work methods and values and attitudes. This chapter has been exclusively devoted to the study of the structure, both horizontal and vertical - of the District Collectorates in Uttar Pradesh with special reference to Kanpur Collectorate.

2.07. The total number of officials in the Collectorate excluding Treasury at Kanpur is 99, whereas in Lucknow and Unnao their strength respectively is 88 and 60. On the basis of the existing grades their break-up* is indicated as follows:-

Grade of officials	Number		
	Kanpur	Lucknow	Unnao
Office Superintendent	1	1	1
Stenographer	1	1	1
Sectional Heads like JA, RA, etc.	7	7	6
II Grade Clerks	12	20	18
III Grade clerks	79	60	35
Total	100	89	61

2.08. Organizational set-up :- The annexure s

* N.B. This does not include 60 Tahsil officials in Kanpur district.

3, 4 and 5 give the existing set up in the Collectorates of Kanpur, Lucknow and Unnao respectively. The work load in these three districts judged on the basis of receipts* in the Collectorates in the year 1966 is as follows:-

Kanpur	32233
Lucknow	44248
Unnao	16364

2.09. Area and population:- The area and the population of the three districts is as follows:-

	Area in sq.miles	Population in 1961	No. of Tahsils
Kanpur	2,379	23,62,439	6
Lucknow	962	13,45,494	3
Unnao	1,788	12,27,048	4

2.10. From the tables given above, it would be apparent that there is no set principle which governs the allocation of staff in district Collectorates in Uttar Pradesh. The population of Kanpur is 76% larger than that of Lucknow and 92% larger than that of Unnao. The staff of Kanpur Collectorate is only 13% more than that of Lucknow and 65% more than that of Unnao.

* Does not include unindexed receipts in Kanpur and Unnao but includes them in the case of Lucknow.

Consequently, in Lucknow the official-population ratio is 15,000 citizens per employee. Similarly, the ratio at Unnao and Kanpur is 20,000 and 29,000 per official.

2.11. The other factor determining the allocation of number of hands in Collectorates could have been the number of receipts handled by different Collectorates. The figures given in table at 2.08 (which can be treated as valid only for Kanpur and Unnao) indicate that during the calendar year 1966 the total number of receipts at Kanpur as compared to Unnao was about twice as much. The staff in Kanpur, however, is only 66% more than that of Unnao.

The obvious conclusion is that staff is appointed, irrespective of the work load, to the recognized sections and enhanced according to increased work-load in individual sections irrespective of the over-all work-load.

2.12. The question of total staff allocated to different Collectorates is of a great significance because of its relevance to the work load of an individual employee and the consequent implications involved. In the absence of any accepted norm in regard to work load per official, it may not be possible to determine if the officials at Lucknow and Kanpur have to work at capacity beyond the optimum or else the officials at Unnao are under-worked. It would be worthwhile to devise a system to work out optimum work load per official as it has

been done in the case of Treasuries in Uttar Pradesh (refer to annexure No. 6). Once the norms are laid down the problem of allocating staff in Collectorates would automatically be solved.

2.13. Work distribution:- As is apparent from annexures 3, 4 and 5, the work load in Collectorates in Uttar Pradesh is distributed among various sections

2.14. The District Officer also exercises check and control over a number of other offices that have come into existence due to the establishment of democratic set-up and also due to the process of developmental planning in this country. The basic emphasis has changed from the maintenance of law and order to the promotion of the welfare of the community. Consequently, the Collector and the District Magistrate has to look after the work of Supply and Rationing, Planning (and all its subordinate offices like Industry, Soil Conservation etc.) Election, Entertainment Tax, Refugee Rehabilitation and District Information Office amongst others. In the event of any natural calamity or natural emergency the District Office has to shoulder additional burden.

2.15. The Combined Office formerly known as the English Office is the main office of the Collectorate. The over-all supervision of the

office is exercised by Office Superintendent under whose exclusive control works the General Clerk. The various sections of the Combined Office are :-

- (1) Revenue Assistant's Section under Revenue Assistant.
- (2) Judicial Assistant's section under Judicial Assistant.
- (3) Nazarat under Nazir.
- (4) English Record Room under English Record Keeper.
- (5) Revenue Record Room under Revenue Record Keeper.
- (6) Criminal Record Room under Criminal Record Keeper.
- (7) Central Revenue Accounts Section under Chief Revenue Accountant.
- (8) Land Records Section under Sadar Kanungo.
- (9) Enquiry Office under Enquiry Clerk (in KAVAL towns only).

2.16. Office Superintendent:- The Office Superintendent exercises general control and supervision over the Combined Office and sections under the Combined Office. His main duties are:

1. General control and supervision over the Office of the Collector.
2. To look through the Dak and note on those papers in which he feels his personal guidance is necessary for the office.

2. Inspection of different officials according to a roster, prescribed by the Collector. Also ^{make survey} supervise inspections.
4. To submit proposals for promotion, transfer and filling up of temporary and leave vacancies and the like.
5. To keep the gradation list and the Character Rolls of all officials belonging to the Ministerial establishment.
6. To sanction casual leave to officials upto two days.
7. To pay occasional surprise visits to Record Rooms and question the presence of all strangers found in them.
8. To check the office copies of establishment pay bills by comparison with the entries in establishment order book.
9. Over-all supervision of all the branches of the Collectorate, particularly with regard to correspondence, job-rating and discipline.
10. Any other work entrusted by the District Officer.

Details of duties assigned to O.S. in Lucknow Collectorate are given in annexure 7.

2.17. General Clerk:- The General Clerk is infact the establishment clerk. The details of duties assigned to him in Kanpur Collectorate are given in annexure 8.

2.18. Revenue Assistant:- The main function of the Revenue Assistant's Section is to deal with all correspondence pertaining to the duties of the District Officer as Collector including verification of character and recovery of Excise and stamp dues. This section also handles pauper suits, ensures servicing of summonses, maintains Establishment accounts, looks after transfers and postings of Deputy Collectors within the District and handles other miscellaneous correspondence relating to their leave, advance, pay etc. carries on correspondence in regard to Nazul land and also pertaining to appointment of District Government Counsels (Civil). The number of officials employed in R.A's. section at Kanpur, Unnao and Lucknow is 11, 5 and 13 respectively. For staffing pattern of the Revenue Assistant's Section at Kanpur, Unnao and Lucknow the allocation of duties among its different officials at Kanpur refer to annexure 9.

2.19. Judicial Assistant :- The Judicial Assistant's Section deals with all passport and permit applications at district level, exercises control over fire arms and ammunitions by issuing and renewing arms licenses to individuals and shops, sanctions electric power, controls printing presses and news papers and periodicals, handles matters pertaining to Civil Marriages, watches and supervises the administrative functioning of local bodies including Town Areas, controls the

working of Criminal courts in the district, initiates correspondence pertaining to appointment of Honorary Magistrates, District Counsels and Panel Lawyers (Criminal), handles Government appeals in Criminal cases, deals with matters regarding appointment, disciplinary proceedings and dismissal of village chowkidars, looks after State guests, attends to Assembly questions, handles all correspondence relating to release of convicts on parole, watches the implementation of Preventive Detention Act, arranges for defence of Police Officers in cases instituted against them while performing their duty, handles correspondence relating to financial assistance to needy and award to public for combating dacoity, supervises the utilization of grant-in-aid to educational institutions, issues citizenship certificates, handles miscellaneous petitions, maintains roster of dying declaration and arranges for posting of executive magistrates on duty on holidays. The number of officials attached to J.A's Section at Kanpur is 6 whereas it is 3 at Unnao and 7 at Lucknow. For specific duties performed by the Judicial Assistant at Kanpur, distribution of work among the officials in his section and the staffing pattern at Kanpur, Unnao and Lucknow see annexure 10.

2.20. Nazarat:- The Nazarat is virtually the "executive wing" of the office and is responsible, amongst other things, for the construction of

new buildings including their special and annual repairs. This section also maintains accounts of all cash dealings and deposited/forfeited arms. The official incharge of Nazarat is known as Nazir who performs almost all the executive functions connected with the Collectorate. At Kanpur, Nazir is assisted by 3 Naib Nazirs - Naib Nazir I, II and III, at Unnao assistance to Nazir is provided by one Naib Nazir and a Despatcher and at Lucknow Nazir's burden is shared by a Naib Nazir and an additional Naib Nazir. His specific duties and the allocation of work to other officials called as Naib Nazir and staffing pattern of the Section at Kanpur are given as annexure 11.

2.21. English Record Keeper's Section:- The Sectional incharge of the English Records is called as the English Record Keeper. All Collectorate dak is received, indexed and disbursed in the English Record Keeper's Section. The duties of the English Record Keeper and his assistants at Kanpur are given as annexure 12. The E.R.K. at Kanpur is assisted by Revenue Indexer, Judicial Indexer, Despatcher, Librarian-cum-local Despatcher and Record Lifter (Class IV employee). At Unnao and Lucknow he has only one assistant each (Assistant E.R.K. at Unnao and Indexer at Lucknow).

2.22. Revenue Record Room:- All the important revenue records and decided revenue cases of the district are maintained in the Revenue Record Room. The Revenue Record Keeper who is the senior most official is responsible for the supervision of the Revenue Record Room, Consolidation Record Room, attached Copying Section, Criminal Record Room and Form Room. The total strength of Revenue Record Room at Kanpur is 20 including record lifter who is a class IV employee. At Unnao and Lucknow the number is 13 and 9 including record lifters (one each at Unnao and Lucknow). For a detailed description of the duties of all the officials of the Revenue Record Room and the staffing pattern at Kanpur refer to annexure 13.

2.23. Judicial Record Room :- Files of all the decided criminal cases are consigned to the Judicial/Criminal Record Room where they are kept and maintained and periodically weeded. The Section Incharge, the Judicial Record Keeper, also known as Criminal Record Keeper, besides maintaining criminal records and issuing of copies, also issues conviction certificates and passes T.A. Bills of all non-gazetted staff of the Collectorate including Tahsils. Criminal Record Keeper

at Kanpur is assisted by 9 officials (includes Record Lifter, a class IV employee), whereas at Unnao and Lucknow the total is 4 (including Record Lifter) and 5 respectively. For a detailed description of his duties and other subordinate officials at Kanpur and staffing pattern of the section at Kanpur, Unnao and Lucknow refer to annexure 14.

2.24. Chief Revenue Accounts Section:- The incharge of the Chief Accounts Section is known as the Chief Revenue Accountant. The main functions of the section are maintenance of collection accounts of all Government dues, maintenance of Tagavi accounts, maintenance of accounts of gratuitous Relief and Natural Calamity Relief Fund, maintenance of personal files, service books and character rolls of collection staff of the district and of the section, maintenance of Recovery Certificates and correction of misclassified items and submission of requisitions to A.G. through T.O. The total number of employees in the Central Revenue Accounts Section at Kanpur, Unnao and Lucknow is 10, 6 and 9 respectively. For distribution of work among C.R.A. and his subordinate colleagues in this section at Kanpur and its staffing pattern at Kanpur, Unnao and Lucknow refer to annexure 15.

2.25. Land Records Section:- Sadar Kanungo

is incharge of the Land Records Section under which the entire land records work at the district level is conducted. The main functions of this section include maintenance of land records in the district, control over field staff through inspections or otherwise, preparation of salary bills and maintenance of files pertaining to promotions and demotions of all the district land records officials whose number in Kanpur is 554 inclusive of peons. Whereas service rolls of Lekhnals are maintained by the Tahsils, the Land Records Section does so in case of Supervisor Kanungos, Registrar Kanungos and Assistant Registrar Kanungos. The section is also responsible for preparation of agricultural statistics and their periodical submission to the Board of Revenue, crop cutting work for compiling the average, submission of monthly scrutiny report to the Board, conducting five yearly live stock census, controlling the work relating to quinquennial settlement of alluvial villages and attending to all enquiries made by the Government and the Board of Revenue in regard to land records work. At Kanpur the section has 3 officials, Unnao has 7 and Lucknow has 5 officials. The specific duties of Sadar Kanungo and other officials at Kanpur and the staffing

pattern of Land Records Section at Kanpur, Unnao and Lucknow is given as annexure No. 16.

2.26. Land Acquisition Section:- The Land Acquisition Section, as is evident by its name is concerned with the acquisition of land for Government as well as for public under the Land Acquisition Act. The Section also requisitions land or buildings under the Defence of India Rules. Further, under Immovable Property Act, the Land Acquisition Section also performs the function of requisitioning and acquisition of immovable property for the Central Government mainly for military purposes. At Kanpur, the Head Clerk of the Land Acquisition Section is the sectional head, whereas at Lucknow and Unnao the land acquisition officials work under the Revenue Assistant. The strength of Land Acquisition Section at Kanpur is 5 and the number of officials doing land acquisition work at Lucknow and Unnao is 3 and 1 respectively. The division of work between the Head Clerk and other officials of the Section at Kanpur along with the staffing pattern is given as annexure 17.

2.27. Collections Section:- The sectional head of the Collections Section at Kanpur, designated as O.C. Collections, is a Deputy Collector. This feature is special to Kanpur as at Unnao and Lucknow, there is no such

independent section and all collection work is done under the over-all supervision of Chief Revenue Accountant. At Kanpur, the Chief Revenue Accountant functions under the control and supervision of O.C. Collections. The main function of the Collections section is the recovery of all Government dues (current and arrears) which includes preparation of records of demand and collection of dues and issuing of coercive processes in case of default. Enumeration of duties of O.C. Collections and his subordinate officials as also the staffing pattern has been done in annexure 18.

2.28. Treasury:- The Treasury still forms an integral part of Collectorate administration although, in pursuance of one of the recommendations made by Das Committee the Treasury staff was separated from the staff in the Collectorate from April 1, 1958. The Treasury staff thus came under the direct control and supervision of the Treasury Officer. The Collector, however, still exercises administrative control over the Treasury and the Treasury Officer, for all intents and purposes, is subordinate to Collector and enjoys his delegated powers.

2.29. The Treasury maintains account of all Government receipts and payments including

payment of military and Civil Pensions. It is also the repository of certain miscellaneous valuable things e.g. Postal stamps, envelopes and post cards, general, revenue and court fee stamps, opium, valuable articles and important forms. The allocation of duties of officials of Kanpur Treasury and the staffing pattern is given as annexure 19.

2.30. Enquiry Office:- In pursuance of recommendation of Das Committee, Enquiry Offices were set up in KAVAI towns and in Meerut, Bareilly, Gorakhpur and Faizabad in 1957 and senior assistants were appointed as Enquiry Clerks. Enquiry Clerk is the sole official who constitutes the Enquiry Office. He has nonetheless varied duties to perform. The Enquiry Clerk attends to queries of the public relating to court work and office work done within the premises of Collectorate. He supplies all prescribed forms which are given free to the members of public on demand after acquiring them from the Form Keeper. As there is no inter-communication system in existence either at Kanpur or at Lucknow the duty of informing different officials of the Collectorate, for whom there is a telephone call rests on the Enquiry Clerk. Lastly, the work relating to maintenance of T.A. Bills of Gazetted Officers is assigned to him.

2.31. Collector's Personal Office :- Collector maintains his personal or Camp Office at his residence. The nature of work handled by this office includes secret and confidential correspondence, replies to Government demi-official letters and attending to daily dak pertaining to routine business. The Collector has to attend to VIP visits. He grants interviews to members of public who approach him with all sorts of requests and at times invokes his interference for mitigating their grievances, e.g. applications for allotment of house, exemption from Entertainment Tax and complaints against police etc. On an average about 50 callers meet the Collector every day at Kanpur. Besides looking into such grievances and reports, Collector also grants interviews to other officers of the district and Tahsils and attends a number of meetings of official and public bodies including Zila Parishad, Divisional Planning Committee, Food Advisory Committee, Citizens Council, Eye Hospital Committee, Public Library Committee, Council of Child Welfare etc. All this takes a heavy toll of Collector's time who at Kanpur has to set aside practically 4 hours a day for public dealings and at least 7 afternoons a month for Committee meetings, as also it substantially enlarges the work load of his Camp Office which is manned by only one official designated as Collector's

Stenographer with an odd messenger to assist him. At Kanpur, unofficially one assistant has been provided to the Stenographer to share his burden whereas at Lucknow, a Senior Consolidation Assistant also unofficially works at District Officer's residence. The details of allocation of duties among these officials at Lucknow is given as annexure 20.

2.32. The present organizational set-up of the Collectorates did not envisage the heavy work load which has devolved upon the personal office of the Collector who has now to deal with a much larger volume of correspondence with different Governmental agencies entirely at personal level.

Similarly, to a very great extent members of Legislatures, Representatives of Press and other important persons expect a direct reply from the District Officer.

2.33. During the year 1965-66, 2330 references were received direct and 2089 letters were issued from the personal office of the Collector at Kanpur. In addition a large number of incoming and outgoing references were not indexed as they were supposed to be entered up in the main office. This increased volume of work necessarily calls for reorganization of Collector's Camp Office

so as to ensure its systematised functioning. Posting of additional staff alone would not do. What is actually needed is adequate additional staff with adequate status to dispose of less important matters on behalf of the District Officer.

2.34. To make Collector's Personal Office more effective and efficient following suggestions are made :-

- (a) A personal Assistant to Collector should be appointed. He should be of a gazetted rank and should atleast be assisted by a Stenographer and a clerk.
- (b) To avoid delay and to ensure quick transmission of communications, messengers of the Collector's personal office should be provided with motor cycles.
- (c) To increase responsiveness and despatch certain nature of work now being done in the Collectorate or subordinate offices should be handled by Collector's personal office where adequate typing and duplicating facilities should be provided.
- (d) Even though, installation of inter-communication devices was suggested by the Das Committee, somehow these have not become available. This should be done and the Camp Office and the Collectorate should be provided with inter-communication facilities without dependence on the normal telephone lines. The inter-communication should link

the Camp Office with the Additional District Magistrate incharge of the office, officer Incharge, Office Superintendent, Treasury Officer and the Enquiry Office.

(a) Teleprinter line should be installed in the Collector's Camp Office. This would effect substantial economy and would also save time. Annexure 21 would show the total amount spent by Kanpur Collectorate and allied offices on telegrams during the course of one year. The facility of teleprinter service thus available in the Camp Office of the Collector may be profitably availed of by other State Departments as well.

2.35. We are of the view that except for the Treasury, recommendations regarding which have been made in chapter V, the general structural set up does not need any material change except for the fact (a) that the strength of the various sections needs to be worked out on the basis of set norms, both to determine the over-all strength as also to prescribe a minimum standard of work for the different officials, (b) that co-ordination between various sections should be sought at the level of officer-in-charge rather than at the level of official sectional heads, and (c) that additional work to various sections should not be assigned on the basis of current

work load, but on the basis of affinity of subjects dealt with. Absolutely new type of work should be handled by a fresh section directly under the control of the Office Superintendent.

CHAPTER III

PROCEDURES AND METHODS

3.01. Public dealings and Collectorates:-

Individual members of the public or organized bodies like the political parties, accredited bodies and recognized associations and representatives of the Press etc. broadly speaking go to the Collectorate for redress of grievances, for fulfilment of requests or for soliciting information. The efficient functioning of the office of the District Officer depends on the manner and the dexterity with which above mentioned categories of problems are dealt with and disposed of by the officers and officials attached to it.

3.02. Grievances:- Public grievances in Collectorates are received in the shape of complaints against (a) abuse of power and authority on the part of officials (b) favouritism of the officials (c) corrupt dealings of the officials and (d) acts of commission and omission by local bodies like Panchayats, Corporation and other Government Departments. Normally, such complaints are made by individuals who approach either the Collector or the Additional Collector for redress of their grievances.

3.03. Requests:- Collectorates receive a number of applications involving requests for licences, permits, renewal of fire arm licences, takavi (loans), Old Age Pension, financial assistance to needy and to persons distinguished in letters, arts and such other walks of life who may be in indigent circumstances etc. All such applications are received and processed in the Collectorate upto the level of decision making.

3.04. Information:- A large number of people approach the Collector for seeking information. It is needless to observe that a considerable amount of time of the Collector, his subordinate officers and officials is taken up in attending to such queries. This problem, to a certain extent, has been mitigated by the establishment of Enquiry Offices in some of the Collectorates. But the Enquiry Offices have not fully attained the end for which they were instituted. A good deal more is to be done in this direction to make them really effective*.

3.05. Work load and work flow:- The table below gives the approximate number of references handled by the officials of some of the main sections of the Collectorate at Kanpur, Lucknow

* For a detailed discussion see para 3.08(XI) of this chapter and paras of chapter VI.

and Unnao in one single day and their respective total strength.

Sectionwise distribution of staff and references handled daily.

District	References & staff.	Sections			
		RA.	JA.	Sadar Kanungo	CRA.
Kanpur	Ref. Staff	220 11	120 6	39 3	34 10
Lucknow	Ref. Staff	275 13	116 7	75 5	180 9
Unnao	Ref. Staff	50 5	30 3	42 7	24 6

It may thus be seen that the number of receipts handled by an official in a day on an average in Kanpur is 20 in R.A's. Section, 20 in J.A's. Section, 13 in Sadar Kanungo's Section and about 3 in C.R.A's. Section. In Lucknow, number of references per official works out more or less to the same figures - 21 in RA's Section, about 16 in J.A's. Section, 15 in Sadar Kanungo's Section and 20 in C.R.A's. Section. The big difference in the number of references per official in C.R.A's. Sections at Lucknow and Kanpur is due to the functioning of a separate Collections Section at Kanpur under the charge of O.C. Collections which handles the bulk of fresh receipts. In contrast to the work load in bigger districts like Lucknow and Kanpur, Unnao has a much smaller

burden per official. Unnao's figures work out to 10 in RA's Section, 10 in JA's Section, 6 in Sadar Kanungo's Section and 4 in C.R.A.'s Section.

3.06. The upward and downward flow of work is regulated by a specific procedure. Normally, all outside communications are received by the English Record Keeper who, after indexing them, marks them to the relevant dealing assistant or to the sectional head. All circular letters are noted by the assistants and put on the guard files maintained subjectwise. Draft reply is prepared by the dealing officials for such other letters which warrant a reply and need compliance, if need be, after collecting necessary information from other sources. The draft reply is submitted to the Officer concerned for approval. Important drafts are routed through the sectional head and O.S. Approved drafts are received back by the dealing assistants who make the fair copy in duplicate. They are again put up before the Officer concerned for his signatures. After the receipt of the signed draft, the dealing assistant hands over the file to the Despatcher who despatches the letter and hands over the file to Indexer. The Indexer, after numbering the letter and after making necessary entry in the Index Register makes over the file to the dealing assistant who

*Sepral kept
S.H. Mahant*

retains it till the final orders in the matter are passed. Thereafter, he consigns the file to the Record Room. There is also a lot of inter-sectional correspondence carried on between the various sections of the Collectorate which is generally un-indexed but which involves almost all the procedural processes. Then again a lot of paper work flows in between the Collectorate and offices of a number of Departmental Heads including the Directorate of Industries and the Labour Commissioner's Office etc. and between the Collectorate, and allied offices like the Police and Planning. Besides, the Collectorate officials have to prepare and submit a number of periodical return to the Government and the Board of Revenue. They are also charged with the responsibility of attending to the inspections carried on from time to time by the Collector and his subordinate officers, Commissioner of the Division and Members of the Board of Revenue and the duty of the compliance of inspection notes invariably devolves on them. Annexure 22 brings out a list of the periodical returns submitted by different sections of the Kanpur Collectorate during the course of one year and annexure 23 gives the roster of inspection of various branches by the Deputy Commissioner and his subordinates of the Lucknow Collectorate scheduled for the year 1966-67. To add to all this, the officials of the Collectorate are

involved in periodical drives whenever they are launched and they have also to share a substantial part of the additional burden brought on the district administration as a result of natural calamities like drought and floods or other executive functions like the elections.

3.07. It is a paradox that no worthwhile attempt has ever been made to keep these vital tools of the all-important administrative machinery of the district in good trim. Undeniably Collectorates are under-staffed, over-worked, ill-paid, scantily-cared and yet they form the pivot of the administrative set-up. The officials generally have a feeling that the service in Collectorate is like a 'Thekedari' (obligations of a Contractor). Whatever be the quantum and nature of work, if it is once assigned, it is to be completed within the stipulated time limit. Under these circumstances, the officials work mechanically and the necessary outlook, attachment to work and the motivating force is generally found lacking. Gradually, they acquire easy conscience and not only conveniently succumb to economic pressures but deliberately create openings for getting their palms greased. It is, therefore, little wonder that the Collectorates have earned the disrepute of being centres of chicanery, bribery, corruption, extortion, delay and red-tape.

3.08. Suggestions for improvement:- On the basis of the enquiry conducted which included a detailed study of the procedure and work methods as it exists in the Collectorates, following suggestions to effect improvement in the system are made :-

(1) Broadly speaking, all matters dealt with at the Collectorate can be divided into three categories, (a) matters which require examination on the basis of rules, regulations, precedence or other material already available in the office, (b) matters which require examination in consultation with other departments/organised bodies and (c) matters which require a field enquiry by the staff directly under the control of the Collector or under one of the several other departments in the district. The present distribution of work among the Collectorate officials is based on assumed workload. It would greatly make for efficiency if the officials were to be made functionally responsible exclusively for a distinct category of work. Thus for instance, one of the officials could deal with all the references listed under the above category (a). Similarly, others could deal with categories (b) and (c) respectively. A scheme of re-adjustment of distribution of work keeping into consideration the nature of

work load in regard to some of the important sections like J.A., R.A., C.R.A., Sadar Kanungo and Nazir is given in annexures 24, 25, 26, 27 and 28.

(ii) (a). There are 14 sections in the Collectorate. While some of these like Record Room or the Form Room generally speaking function independently of the other sections in the Collectorate, there is considerable flow of inter-sectional communications between the sections of Judicial Assistant and the Revenue Assistant and those of the Chief Revenue Accountant and the Sadar Kanungo and Collection Office. The present procedure is to issue dockets to the other sections with a view to solicit information or opinion. This holds up the main file from further processing pending disposal of the objections or queries from the allied sections. It would greatly expedite matters if files themselves could move from one section to the other and noting was done in one continuity. A register to show the movement of files could be maintained in each section to keep trace of papers. This little additional work of maintaining a movement register would be greatly off-set by the saving in time if the files were to move to and from between the sections.

(b) As far as the correspondence with

various other departments is concerned, the existing procedure is to obtain the orders of an officer-in-charge and send out a letter to the department concerned. Thus for instance in a case relating to an enquiry by the Police Department a formal letter is issued. While this is unavoidable with respect to several offices which are entirely independent of the District Officer there seems to be no worthwhile reason why the one-file system could not be introduced with respect to matters of common interest to the Collectorate and Police Department, Collectorate and Planning Department, Collectorate and other Development Departments with respect to matters in which final decision has to be taken by the Collector. These files could ultimately remain in the Collectorate Record Room and the movement of the file could be traced by the maintenance of a file movement register.

(iii) In the case of a complaint against corruption, normally, a statement is recorded by the very same day by a Magistrate so designated for the purpose and a trap is arranged. There have been instances where delay has resulted in the leaking out of information; leakage has also occurred owing to non-deputation of a magistrate, who under

a Supreme Court ruling should not normally lay a trap. Since the trying courts are either Judicial Magistrates or Special Judge Anti-Corruption, there is no harm if an Executive Magistrate were to lay a trap. This would not only help expeditious action but will also ensure secrecy. If necessary, police officers could be associated with the Magistrate concerned.

(iv) Complaints against abuse of power or favouritism or failure to do an act required to be done under the law or rule, generally requires an enquiry on the spot. Complaints in this regard are sometimes anonymous and inspite of instructions of the Government it has often been seen that some of the Secretariat departments at the headquarters themselves ask for a report on such complaints. It should be made a firm rule that anonymous applications or applications proved to be pseudonymous should be summarily rejected. Where the complainant verifies his complaint a detailed enquiry should be made within a month. Further action can follow on receipt of the enquiry officer's report. As a rule no action is taken against a complainant making a false complaint. In order to reduce the volume of such wrong complaints a more liberal use of section 218 IPC should be made.

(v) As far as complaints against delay are

concerned, the tendency generally is to ask for a report, which generally explains the cause of the delay and thereafter the original complaint itself is almost forgotten. What is important in such cases is to fix a dead line not only for a report about the cause of delay but also for the disposal of the original reference.

(vi) At present no acknowledgement is made of complaints under the above category.

It is necessary to provide an acknowledgement for all the cases mentioned above so that future reference may become easy.

Prescribed printed acknowledgement forms should be available with officers who should also arrange to index these complaints. A consolidated register of such complaints should be maintained by the Office Superintendent and submitted to the Collector once a month.

(vii) The greatest difficulty which at present is being experienced is with respect to complaints received by the Collector or his officers against officials of the other departments for acts of omission or commission. While it is a good policy to leave enquiries to the departments concerned, it has to be noted that the public often approaches the District Officer because they have no faith in the departmental officers. In cases involving corruption, the law provides

considerable powers to the Magistrate to take action on his own without reference to any other agency. But in other cases, very often, either the enquiry is partial or no steps are taken to inform the complainant or the District Officer, of the action taken. There is also inordinate delay in attending to such complaints. If the District Officer has to play an effective role as Government agent or as the captain of the district team, as envisaged by the Planning Commission, he should be empowered to act as a local "ombudsman". As a first step it should be stipulated under Government instructions that enquiry report would be submitted to the District Officer within six weeks. Such complaints could be handled in the Camp Office of the Collector to ensure that the other departments are not rubbed on the wrong side unnecessarily. A register could be maintained to follow up the course of enquiries.

(viii) (a). Complaints against members of the public or grievances against local bodies like Panchayats, Corporation etc. at present are not indexed anywhere, nor is any record of their movement maintained, except at the Tahsil where a register of pending references is maintained and a monthly statement submitted for scrutiny. Similar registers

need to be maintained at the police stations which should also submit the list of pending references over a month to their circle officers. A similar record should be maintained by the dealing section.

(b) The index register at the Tahsil as also the Collectorate should be maintained office/sectionwise and should be divided in two parts, one part entering those references which need no reply and the other part entering those reference in which a report or a reply has to be sent. This will facilitate not only immediate location of papers but a very effective control through a scrutiny once a month by the Tahsildar/Circle Officer/Officer-in-charge.

(ix) As regards applications involving requests, it must be admitted that great delay occurs in their disposal. A case study pertaining to applications for the grant of fire arm licence and Old Age Pension was made and the results are contained in annexures 29 and 30. Somehow, there is practically no control over delays in these matters but a few suggestions for speedier disposal of request applications are given as under :-

(a) Where enquiries have to be made from several agencies, applications in prescribed pro forma should be obtained in duplicate or triplicate (depending on the number of

enquiring agencies) so that simultaneous enquiries could be initiated.

(b) There should be central indexing of all such applications, particularly in view of the fact that several agencies receive such applications.

(c) The task of pursuing the enquiry should be the job of the central agency, for instance, the Arms Clerk in the case of the arms applications, the Old Age Pension Clerk in the case of Pension applications etc.

(d) Monthly statement of applications over one month should be put up to the Officer-in-charge.

(e) In a large number of cases where the requests can be put in a strait jacket, for instance in the case of applications for entertaining more than 25 guests or for obtaining permits for various commodities or for renewal of arms applications, specific forms should be devised so that all the relevant data is available to facilitate a decision. Where verification of certain facts is needed, for instance the fact of marriage etc. the prescribed forms should be available with the lowest functionary supposed to make enquiries. This fact should be widely publicised and members of the public should be encouraged to present their application at that level.

(x) Requests like those relating to allotment of land are generally made to the District Officer or his staff when actually the powers vest in local bodies. Here also uniform forms should be prescribed and if presented before officers at the headquarter, should be returned back to the person presenting it duly marked to the prescribed authority like Gaon Sabha etc.

(xi) To make Enquiry Offices justify their existence, it is imperative to connect them with the main sections of the Collectorate through an inter-communication system. Similarly, all prescribed forms should be made available to them in adequate numbers. In absence of these facilities the Enquiry Clerk's work is seriously hampered, so much so, that one of the Kanpur informants considers his appointment as a sheer waste of a senior assistant's acquirements and is all for the abolition of the post. On the contrary, the Unnao informants have expressed their view in favour of the institution of an Enquiry Office in their Collectorate. However, there is no denying the fact that the public in general has benefitted by the setting up of Enquiry Offices at Lucknow and Kanpur and at some

other important towns of the State. This has also reduced the incidence of overcrowding of public in offices, thereby eliminating chances of contacts between them and officials, and the resultant corruption. In order to regulate the functioning of these offices and to make them more purposeful the following further suggestions are with consideration.

(a) A system of asking questions on the basis of payment as in the case of courts where four annas per question are charged in terms of court fee stamps, should be encouraged and all replies should be furnished within a couple of hours. This would require that the public approaches no other official except the Enquiry Clerk and that all the officials of the Collectorate co-operate with the Enquiry Clerk.

(b) The entire income received from the above source should be utilized for the welfare of the staff.

(c) Where any information has to be collected from any other department, the Enquiry Clerk should do so himself on phone, and record on the application the name of the informant and the gist of the reply.

(d) All such application forms etc. should be destroyed after a month.

(xii) Applications covering all the categories mentioned in para 3.08(i) are submitted in person or sent by dak. The postal communication addressed by name to the District Magistrate or confidential correspondence is attended to in the Camp Office of the Collector. Other communications, outstation or local, are attended to in the Collectorate. At present on receipt of such communications the dak is marked to the Collector or the Additional Collectors who generally speaking pass orders the same day. These references are then indexed and marked to various offices. It has been noticed that the English Record Keeper who handles the dak takes a very long time in indexing and despatching these letters. In terms of the volume of work there is no doubt that the section is understaffed. The methods employed are also unmethodical. The following arrangement is suggested for speedy movement:-

(a) O.S. should receive the dak and after marking and where necessary giving his "notings" should forward it in different pads marked for the Collector, Additional Collectors dealing with the subject or the Officer-in-charge. On receipt back of these pads, indexing should be sectionwise or officewise. Each index register should be

in two parts, one where references are sent for disposal to a section and second where reports are asked for.

(b) Correspondence requiring enquiry presents the greatest bottle-neck. In such cases the dak moves from the Collectorate to the section or the sub-office which in turn mark it to the field agencies for further enquiry. There is practically no control over these agencies for completing enquiries within a specified time. Subjective considerations and corruption determine the speed with which a paper moves at the lower levels. Three months is the barest minimum to expect for the return of a paper requiring enquiry. Decision-making in such cases is dependent entirely on what local enquiry reveals, though sometimes the delay is caused by the holding up of papers at different supervisory levels. At present a reference after enquiry goes to the section concerned which takes its own time to put it up to the Officer-in-charge. The Officer-in-charge puts it up to the Addl. District Magistrate who in some cases passes an order or refers the matter to the Collector for orders. The analysis of a couple of cases requiring field enquiry given in annexures

31 and 32 show that the main bottle-neck is at the level of the enquiring functionary or in the section dealing with the case. In order to eliminate delays at these levels a monthly check-up of pending references should be made at two levels, (1) at the Tahsil/Police Station/allied offices under the Collector, and (2) by the examination of pending references with the English Record Keeper. This examination should be at least once a month and should be detailed. The present list of pending references should be split up sectionwise/office-wise at the E.R.K.'s. level and controlled by the O.S./Officer-in-charge personally. To provide for yet another check, all O.Cs./S.Ts./P.As to A.D.M., D.M. should keep a cause list of important references where reports have been called for. The day should start with a reference to this diary.

(c) In a large number of cases final decision rests with the Government or other heads of departments. The existing arrangement of maintaining a list of pending references with respect to issues should be arranged to make it obligatory only for the section concerned to maintain such a list. Prescribed post card reminders could be issued by the section concerned and the replies could be directed straight to the section concerned without

further indexing. It would, however, be necessary to ensure (a) that all references whether issuing from the office or received by the office clearly indicate the subject on the top of the communication and (b) indicate the reference on which the communication is based. Very often communications received by the E.R.K. keep on moving from section to section because the reference does not disclose the subject matter of the communication. The existing orders are not observed even by the Secretariat, let alone the other departments.

(d) Wherever possible the replies, after final decisions have been taken, should be dictated by the Officers-in-charge concerned unless the draft is of a technical nature or has to make references to earlier correspondence in office. This would require providing officers-in-charge and O.S. with the services of stenographers. Where draft for approval are submitted by the office, fair copies should be typed out by the stenographers because this itself normally takes three to seven days if the corrected draft goes back to office. Whole time stenographers should at least be provided to the A.D.Hs. Officers-in-charge Combined Offices and Office Superintendent.

(a) The travel time after the signing of the final draft to the time of despatch is inordinately long. In some cases it has been noticed that this takes at least seven to ten days. This should be precluded by the O.Cs./O.S. by means of effective supervisory check.

3.09. Organization and Methods:- Even though no O. & M. Cell exists in the Collectorate as such, the fact is that almost all the important ingredients of Organization and Methods are by and large practised here. In terms of numbers Collectorate is a small office and it is not really necessary to have a separate O & M Cell. But the volume and nature of work which this office handles is of such a great importance that it is necessary to improve the work flow and to co-ordinate the work of supervision at all stages. It is the responsibility of the highest officer of the organization to execute policy with the fullest efficiency within the limits assigned, and thus to create conditions which bring about the optimum use of all resources available.

3.10. There can be no set 'principles' of management in the sense of a complete body of law or doctrine, applicable most of the time. Various factors, derived from experience, are, however, valuable since they provide a guide line while an attempt is made

to re-organize and re-arrange an existing organizational pattern.

3.11. In Collectorate also replanning of existing work should be done in the light of lessons learnt. The attitudes and capacities of individuals as reflected in their past work must be taken into account when duties and responsibilities are allocated at all levels.

CHAPTER IV

MANAGEMENT OF MEN AND MATERIAL.

4.01. Administration, Organization and Management:- The actual processes or functions of administration have been described in a variety of ways. They range from abstraction to detailed time studies of the mundane tasks of administration. These various functions, processes, activities or other duties may be classified under the headings; administration, organization and management. The questions naturally arise; what are the basic features of administration? What is involved in administration? What is understood by the terms management and organization? In which way and in what manner, these three terms can be distinguished from one another?

4.02. The concepts administration, organization and management in their present day connotation, thus, need clarification and elucidation.

Administration is the force which lays down the object for which an organization and its management are to strive and the broad policies under which they are to operate. An organization is a combination of the necessary human beings, materials, equipment, working space and appurtenances, brought together in

accomplish some desired object. Management is the force which leads, guides, and directs an organization in the accomplishment of a pre-determined object. To put things more precisely, administration defines the goal, management strives toward it. Organization is the machine of management in its achievement of the ends determined by administration.

4.03. Having cleared of the conflict of terminology and uncertainty over definitions, it may now be in fitness of things to enunciate the management principles in use today which are (a) specialisation, (b) correlation of authority and responsibility, (c) unity of direction - one head and one plan for each activity, (d) unity of control - one boss in the organization and (e) limited and well-defined span of control - no one person should supervise the activities of more than five other individuals whose work is inter-related.

4.04. In the light of the foregoing, an attempt would be made in this chapter to study as to how and to which extent the Collectorate administration control the management of men and materials in the accomplishment of its purpose, other aspects having formed the scope for other chapters of the present study.

4.05. Recruitment Method:- Prior to 1947, recruitment to the Collectorate service was

made primarily with the objective of balancing reward to loyal servants without sacrificing the requisite general efficiency. In terms of results obtained, there is very little that can be said against this method of selection. On the contrary, it had certain distinct advantages, such as (a) it ensured the loyalty of the new appointees, (b) it acted as an incentive to the employees whose relations were appointed, (c) it automatically made for on-the-job training and (d) above all, it prevented wastages. In the Kanpur Collectorate, from 1949 to 1962, as many as 17 officials left the service, out of whom all were recruited through open competition. Annexure 33 gives out the duration during which these officials served the Collectorate.

4.06. In the post-1947 period, recruitment started on the basis of competition for which a syllabus has been laid down. It has been reproduced in annexure 34. The syllabus, as would be apparent from its perusal, is just an eye-wash and there is nothing much to enthuse over it, as it hardly provides the basis and scope for sifting and recruiting the best men. Besides, all the applications for recruitment to the Collectorate service are sponsored by the Employment Exchange which is a hot-bed of corruption, and in any case, recruitment through that

(100)

agency does not necessarily cover all the available talent.

4.07. In order to prevent wastage, ensure loyalty and, above all, to provide incentives to the existing employees, following suggestions in regard to the method of recruitment are made:-

(i) The competitive test should not be confined to the nominees of the Employment Exchange only but it should be thrown open to the wider market. Other things being equal, preference should be given to those who happen to be related to or dependent upon the present employees.

(ii) Persons of higher educational qualifications, if recruited, tend to migrate as soon as they succeed in getting a better job; with the deteriorating educational standard, persons having High School as their educational attainment would fall short of the Collectorate requirements. On the balance, therefore, Intermediate should be prescribed as the minimum educational qualification for entering the Collectorate service. A higher minimum educational qualification is opposed as it tends to make the recruited staff always on the look out for prospects elsewhere.

(iii) In a district, there are a large number of independent offices like Planning, Rationing, Supply, Civil Defence, Election and others under the Collector. Recruitment to these offices has, so far, been made independently.

This should now be done under a system of central recruitment by the District Officer. This would not only make available suitable persons selected out of a wider market on a uniform basis, but would also provide opportunities for inter-office transfers resulting in a variety of experience and opening up fresh avenues of promotion for certain offices where such scope is extremely limited.

(iv) In this connection, it may, as well, be observed that it would be expedient and conducive to better discipline to revise the existing orders relating to the creation of a separate cadre for the Treasury. This arrangement has led to the drifting away of a small section under the Collector toward indiscipline and has also given rise to a sense of frustration among the Treasury employees, due to the shrinkage of promotional opportunities. The Treasury work does not require any great special or skilled knowledge. In any case, a large number of Collectorate assignments like Wasil Baqi Navis, Siaha Navis, Nazir etc. virtually require the same job-qualifications as are needed in the Treasury. An interchangeability of staff between the Treasury and various sections of the Collectorate would not only help the officials to develop personal

qualifications but would also infuse a sense of better discipline among them. The separate cadre for the Treasury should, therefore, be abolished.

(v) In the Collectorate, there are lots of jobs which are of an executive nature. Quite a large number of the officials of the Collectorate can fill in a job with credit even on the executive side. At least 25% of the Kanungos and 10% of Naib Tahsildars should be recruited from among the Collectorate officials. The U.P. Public Service Commission could be asked to hold a limited competition at the State level to select suitable persons. The system, if adopted, would make available persons of tried integrity and executive ability in preference to new and raw hands. It would also open up more avenues of promotional opportunities.

(vi) No official recruited today can be of any great use unless he is a good typist or a stenographer, both in English and in Hindi. Future recruitment, therefore, should be restricted only to persons knowing typing and stenography. At present, at Kanpur out of a total number of 151 permanent employees, only 31 are typists and 5 are stenographers. Their proportion at Lucknow and Unnao is more or less the same. Under these circumstances there is little wonder,

if the movement and disposal of papers in these offices is slow and delayed.

4.08. Emoluments and promotion:- The present scales of pay of the ministerial staff in the Collectorate are as follows:-
Class I employees and Stenographers - Rs. 120-8-180-10-250.

Class II employees - Rs. 120-6-180-8-220.

Class III employees Rs. 100-4-120-5-180.

*Stenographer to Collector - Rs. 160-8-200-10-260-12-320.

4.09. It has been accepted at all hands that the scales of emoluments of the Collectorate employees are extremely meagre, particularly in these days of great economic stress and unprecedented rise in cost of living index. This has fostered dissatisfaction, frustration and apathy which are glaringly reflected in their emphatic 'No' in reply to the question, if the present pay structure satisfied the criterion of pay according to work. The anomalies and paradoxes contained in the recommendations of the Pay Rationalisation Committee, under which a section of the officials were losers instead of gainers added insult to injury. And corruption is brought up well in the cradle of economic discontent.

* This hold good for Kanpur. At Lucknow, the Stenographer to the District Officer is in the same grade as that of a class I official.

4.10. The argument that since most of the Collectorate jobs, especially those attached to courts, are lucrative and offer opportunities of corruption should not hold good against the plea of rise in emoluments. Conversely, if the emoluments of the Collectorate officials are raised upto the level of living wages, the incidence of corruption may considerably decline. It was brought to notice that one of the officials has the reputation of being a man of exceptional integrity. When the informant was asked as to how that official manages to make his both ends meet during this difficult time, it was stated that he supplemented his income by working as a part time typist in the office of one of the leading lawyers of the town. This only reinforces the argument that if minimisation of corruption is desired, better wages should be given.

4.11. If knowledge of short hand and type-writing is to be made a compulsory qualification for entering the service of the Collectorate, the revision of the pay scale becomes implicit and all the more imperative. No good stenographer would be available at the existing clerical grades. It would, therefore, be necessary to provide comparable scales, and those given to the stenographers and typists in the Secretariat appear to

be good enough for the Collectorate as well. Once the stenographers become available in the Collectorate, speedy work in the offices, and in the courts, where the officials are deputed from amongst Collectorate employees, would be ensured.

4.12. One of the recommendations of Das Committee was that officials knowing typing were to be given an allowance of Rs.25/- per mensem. Not many officials took advantage of this incentive as the official knowing typing got the allowance only upto the time he worked in the court line. This rule should be scrapped and a person who once draws this allowance, should continue to get it irrespective of the job that he may hold.

4.23. The existing hierarchy of grades of the Collectorate clerical staff has been given in para 4.08 and promotions from one grade to another are generally speaking made on the basis of seniority subject to rejection of the unfit. No change in this arrangement is suggested except that avenues of promotion should be increased not only by upward movement but also sideways, as if one was on a scaffold. Also, as already indicated, avenues should open into the executive branch.

4.14. The promotion opportunities of the Treasury Head Clerk, Office Superintendent and the Stenographers do not seem to be many.

An opening for them should also be provided in the Secretariat, Board of Revenue or in the offices of the Examiner, Local Fund Accounts and the Director of Treasury or in the public sector undertakings under the control of the State Government.

4.15. Training:- There has never been any regular arrangement for training of the officials either before or after their entering the Collectorate service. Under the old system, a new entrant was normally groomed and trained in the Collectorate work by his father or guardian who happened to be in the same office. The seniors now are no longer interested in the outside recruits.

4.16. Mobility from one job to another does provide a variety of experience but that is hardly adequate to satisfy job requirements. It is, therefore, essential that some sort of an in-service-training within the office should be devised. A nominal period of three months should be earmarked for working on half a dozen of important desks. Besides, a theoretical training by senior officials in financial rules and procedure, noting and drafting, maintenance of files and knowledge of important manuals and rules like Revenue Manual, Treasury Rules, Financial Hand Book, Takavi Rules etc. should be imparted

to trainees. An examination may be held after the three-month training period. Annexure 35 attempts a syllabus and timetable for such a training. In case there are not enough hands available for training in a district, the scheme could be undertaken at the Divisional Headquarters covering the entire division.

4.17. It would also be desirable, in the interest of efficiency and general awareness, to adopt a system of annual refresher course for the benefit of old officials.

This course should, once again, be organized at the divisional level and should impart a knowledge of changed rules and procedures and new laws and regulations which may come into existence through legislative action or through judgments of various courts and judicial tribunals. The syllabus for such a course can be framed, taking into account the social, economic and legal progress that the dynamic Indian society is consistently recording.

4.18. Incentives and Disciplinary Proceedings:

A. Incentives. (1) At present, in compliance with a suggestion contained in Das Committee Report, some monetary reward, by way of incentive to good work, is sanctioned annually for meritorious and hard working officials. During the years 1965, 1966 and 1967 Rs.120/- per year was distributed as reward among the

officials of the Kanpur Collectorate, Hardly 4 officials in a year could be rewarded and even they did not receive more than Rs.30/- per head. Before 1965, the amount earmarked for such rewards was Rs.250/- per year.

Keeping in view the present-day trend of price-increase, this decrease in reward amount is unexplainable. The paltry sum which is being given away as honorarium to the officials is not only not adequate, but it also defeats the very purpose for which the practice has been brought in vogue.

It is, therefore, suggested that at least Rs.500/- per year per Collectorate of KAVAI and other big towns be assigned as reward money and the officials should not receive less than Rs.100/- each as bonus for their consistent record of painstaking and meritorious service.

(ii) In certain cases officials doing good work are rewarded with special entries in their service books. This is a good practice, as it helps the officials to build up their morale, and should be more liberally used.

(iii) It may also be worthwhile to give a consideration to the scheme of reward by giving advance increments to really competent officials. If adopted, this would not only mean a substantial gain to the officials concerned, but would also have a favourable

psychological re-action on them and would keep on reminding them the need to continue their good work. If reduction in grade can be a punishment, an advance in grade seems logical to be provided as a reward.

B. Disciplinary Proceedings and conflicts:-

(I) Annexure 36 gives the number of cases in which disciplinary proceedings were started during the last three years at Kanpur. It also classifies the different types of punishments awarded. The average time taken in the disposal of disciplinary proceedings works out to 108 days. In spite of specific instructions in the Civil Service Regulation and Classification, Control and Appeal Rules, the time limit prescribed for the disposal of disciplinary proceedings has not been adhered to and there has been a tendency to exploit the phrase "reasonable opportunity". While it seems necessary to re-emphasise the desirability of disposing of disciplinary proceedings within the prescribed time-limit, it may also be expedient to examine in terms of recent experience whether the constitutional rights provided in the Article 311 of the Indian Constitution should still be continued. If the Government employees have the permission to function as trade unions, there is hardly any reason to retain the constitutional protection enjoyed by them.

(ii) This should not be ^scontrued as a vote by us in favour of the institution of trade unionism in the Collectorates. This would be the most unfortunate development, if it takes place. What is needed, therefore, is that it is high time that the Government should make up their mind and find a via media somewhat tantamount to the suggestions made by the Second Pay Commission of the Government of India which has envisaged formation of staff councils for consultative work and arbitration of unresolved conflicts. This is a comprehensive issue, affecting all the employees of the State. Naturally the decision of the State Government would automatically apply to the Collectorate as well.

4.19. Retirement Age:- According to one of the recent rules, it has been prescribed to examine the character rolls of the officials with the intention to find out whether they should continue in service after attaining the age of 55 years. This has created a feeling of uncertainty and consequently, has led to avoidable frustration. The rule seems to be unnecessary and should be annulled. The Government have adequate power and they can, any time, use their discretion to make a person compulsorily retire after he has put in 25

years of service, or even otherwise, to dispense with the services of an employee who is found to be incompetent or corrupt or inadequate as a result of a disciplinary proceeding. In view of these provisions also there is hardly any need for continuing with the rule under reference, thereby creating further suspense in the minds of the officials. All officials should uniformly superannuate at the age of 58 unless, of course, on the basis of a disciplinary proceeding, they are found to be unfit and are made to retire earlier.

4.20. Quality Rating:-

(i) Annual Entries. One of the methods of quality-rating of the Collectorate officials is by means of annual entries made in their character rolls at the end of every financial year by the immediate officer or the Office Superintendent. Thereafter the O.C. enters his own remarks on the rolls and sends them on to the Additional Collector or Collector. No change is suggested in this system, but since a recommendation has been made to the effect that officials should be considered eligible for promotion to executive posts, specific observations on this aspect of, the officials' work should always be recorded.

(ii) Integrity Certificate: The form* and manner in which integrity certificates are granted are meaningless in the case of clerical staff and therefore unnecessary. The present form should be given up, although a comment on integrity should remain an important constituent of the annual remark.

4.21. Inspections:- The most effective method for exercising supervisory control over the lower staff is by means of regular and surprise inspections. It has been prescribed that the work of every official would be inspected once a quarter by the Section incharge, once a year by the O.S., once a year by the O.C. and once a year by the Additional Collector or Collector. Annexure ³⁷ ~~25~~ gives the number of inspections of the Collectorate officials at Kanpur during the year 1966-67. It also shows the dates on which inspections were done and the dates on which compliances were reported.

* Following is the form of granting an integrity certificate:-

"Nothing has come to my knowledge which casts any reflection on the integrity of His reputation for honesty is good and his integrity is certified."

4.22. Almost all the informants of Kanpur, Unnao and Lucknow Collectorates who filled in the questionnaire pertaining to this study had an agreement in respect to the advantages that accrue from the inspections of Collectorate officials. In their opinion the effects produced by such inspections are that (a) they make the officials keep the papers in order, (b) they make the officials available in their seats, (c) they make the officials to come to the office punctually and (d) they act as deterrent against the piling up of arrears.

4.23. Nevertheless, "the inspections are too many", complained one of the officials interviewed. There seems to be all the truth in this remark, which is quite in agreement with the observations made by Paul A. Appleby in his "Report of Survey" of Public Administration in India. Appleby stated, "there are on the whole too much scrutiny and too many impediments in action before the fact, and too little systematic review and scrutiny of action after the fact". The rule pertaining to inspections, in fact, makes an official over-inspected. Besides consuming a good deal of their working time, mere number of such inspections tends to subject them to a routine treatment.

Consequently, their purpose is defeated and no improvement ensues. With a view to put these inspections on a more systematic plan and to increase their effectivity and to make them positively constructive in character, following suggestions are made:-

(i) In regard to sections where important work, involving public dealings, is being done, for instance, where applications for fire arms or old age pension are processed and disposed of, it is suggested that a monthly statement showing the receipts and disposals should be submitted by the Section Incharge to the Additional Collector, or Collector. This should suffice by way of keeping a check over the functioning of such sections which need not be so frequently inspected by the senior officials and officers, as is the case under the present system.

(ii) Consequent to the above suggestion, it should also not be necessary for the Additional Collector or Collector to inspect every branch every year. Only such sections which are reported or found to be functioning unsatisfactorily should be subjected to periodical inspections by them.

(iii) As would become apparent from the

annexure 36, the compliance of the inspection notes is almost always cursory in effect. The follow-up is inadequate. This applies with all the greater force to inspections made by the Collector and other officers of offices other than those of the Collectorate. Annexure 37 gives the dates of inspection of Blocks and Thanas by the Collector of Kanpur during the year 1966-67. Compliance of the inspection notes recorded was invariably inadequate and extremely delayed. It is, therefore, necessary to devise a system whereby the inspections are pursued with vigour and speed. For effective and expeditious implementation of the directions given in inspection notes, it is suggested that (a) a copy of the inspection note should be handed over immediately to the O.C. of the office inspected for advance action, (b) in such cases where matters of general importance are raised or where disciplinary action has to be initiated, while a note to the effect be made in the inspection note, a separate note should simultaneously be despatched by the inspecting officer, (c) every inspected office should maintain a "supplement" as prescribed in para 1695 (b)(i) of the Revenue Manual for the Tahsil and it should be submitted once a month to

the inspecting officer till full compliance is reported and (d) at the Collectorate level, an official* and an officer should be specially designated for following up these notes and for submitting a monthly statement to the District Officer indicating with respect to each office inspected the number of items requiring compliance and the number in which actual compliance has been made during the preceding month. (iv) It should be brought home to all concerned that normally, compliance of all inspection notes should be completed within two months, particularly those relating to financial branches. In case delay occurs, the O.C. should explain the circumstances to the District Officer in writing within three days of the stipulated date of compliance.

4.24. Lastly, in the realm of administrative action at the district level, it is essential to break up major policies and objectives into specific well-defined acts to forecast the conditions and forces likely to influence action on those plans, to plan and replan the work in detail; to determine

* at present at Kanpur the work pertaining to inspections and the compliance of inspection notes is being looked after by A.R.A. III.

manpower requirements; to specify in detail the duties and responsibilities; to promote good morale; to communicate information with a view to ensuring that the officials understand the purposes and methods; to supervise and guide work so that all hands join towards a single end. This can happen in a district, only if the District Officer has a team of officers who possess the requisite capability, vision, initiative and attitudes. Unfortunately the cadre of the State Services has been greatly depleted and it is rare to get even a couple of direct recruits to the P.C.S. with adequate seniority to man the subdivisions or the important sectional offices of the Collectorate.

4.25. Comparisons are odious but it is an admitted fact that young direct recruits, suitably trained, do a far better job than the promoted Tahsildars who more often than not work under a complex and adopt methods of work not quite in tune with the changed requirements. At one time, candidates who missed the ICS or IAS by a few marks, opted to stay in the PCS. Now all this talent gravitates to the other Central Services. It is therefore suggested that for the reinforcement of the main back bone of the district

administration, the scales of State Executive Service should be levelled up at par with the Central Services. This alone will guarantee attraction of talent to the State Services.

4.26. Such directly recruited officers should for obvious reasons be given an institutional training where they are not only imparted training in basic knowledge but also groomed in basic attitudes necessary for a civil servant in a democratic, secular and responsible set-up.

4.27. It is unfortunate that the State which led other states to start institutional training, gave it up itself sometime ago as a measure of economy. The utility of the Officers' Training School was recognized by all and it is suggested that it should be revived. The training should, apart from the subjects included in the syllabus obtaining in 1954-56, also include adequate coaching in personnel management, office supervision including inspections, O. & M. and nothing and drafting. Syllabus followed at the National Academy of Administration could with suitable modifications, be adopted. Efficiency of the Collectorates depends to a very great extent on the quality of the Officers-in-charges (who are invariably from the State Services) and their capacity to inspire confidence in

the subordinate officials by their own knowledgeability and personal example.

A properly recruited and trained supervisory staff uninhibited by the old methods and brought up in a tradition of basically correct attitudes, is therefore a prerequisite for the efficient functioning of the offices under the Collector.

4.28. Office Structure and Accommodation:

The offices of the Kanpur Collectorate are housed partly (C.R.A's. Section, Land Records Section, Record Rooms - Revenue, Criminal and English - Form Keeper's Room and Treasury) in the old building and partly (Main Office including J.A's section, R.A's. section, E.R.K.'s Section, Nazarat and Collections Section) in the new two storeyed building recently constructed. The new building is still incomplete as one more storey is to be added to it. As and when the remaining part of the building is constructed, the sections and offices now functioning in the old building would be shifted. At Unnao, no new construction has been made and the entire collectorate is housed in its old building which should be more than 50 years old. At Lucknow, the offices of the Collectorate existed in one of the old Nawabi buildings, popularly known as the 'Roshan-ud-daula Kachehri', till

October 1966 when they were shifted to their new premises that have come up at a distance of about 200 yards from the old building. A Note giving a short history of the construction of the new Collectorate building appears as annexure 39.

4.29. The old Collectorate building at Kanpur is a shabby looking structure, delapidated and decrepit. As is obvious it is devoid of all modern amenities and comforts. The two record rooms, Revenue and Criminal, are damp, having no proper arrangement for air and light. In short, they are absolutely unfit for human habitation. To add to this, the racks on which the records are kept are huge, out-moded, out-dated and ricketty wooden or steel rows of frames without any arrangement for reaching at the top. The officials, in order to pull out some record kept at a height of about 20 feet, have to do improvised climbing, and in doing so, it was reported that one of them toppled and broke his femur. It is really astonishing as to how these officials function under such circumstances, and that too with a certain amount of efficiency. Similarly, the Kanpur Treasury with its cramped up space and over-flowing officials presents a picture of confusion and disorgani-

zation*. The Unnao officials have also a grievance against insufficient and improper building accommodation. The Lucknow officials have altogether a different story to tell. They claim that they were much happy in their old premises which could have been made serviceable for another fifty years after proper repairs. Their complaint appeared to be genuine. Although the rooms of the new building are spacious and bright, yet there are certain shortcomings which are enough to make the building as a whole uncomfortable. Some of the points made out are as follows:-

- (i) The basement of the building has no sufficient provision for light and air, making the atmosphere suffocating. As an improvisation, small exhaust fans have been put up in the verandah opposite the rooms, but they hardly serve the purpose.
- (ii) No proper damp-proofing and moth-proofing care was given with the result that white-ants have appeared and have already caused considerable damage to the records that were stored in the rooms.
- (iii) No clamps for hanging fans were put up

* A number of stinking service latrines opposite the Treasury and at a distance of about 20 yards contribute in their own way toward the making of environment unworthy of an important office.

and it has now become a job to fix them up in the ceiling made of re-inforced cement concrete.

(iv) Provision for air-cooling was the minimum that should have been made in a building constructed in the year 1966. This has not been done in the case of the new Lucknow Collectorate building.

(v) Although attached bathrooms have been provided in most of the rooms yet no proper arrangement for the outflow of water has been made.

(vi) The road which is the approach to the main entrance of building is too narrow. It should have been wider.

(vii) Neither any provision was made to house the District Bar Association nor for the offices of the lawyers. Consequently, their library and consulting room exist in a verandah and they, while tackling their clients, have to sit in the open and brave the weather. As a protection against sun and rain ugly looking appurtenances have been erected by them. This has marred the look of the Collectorate building.

4.30. It is accepted on all hands that efficiency could be greatly increased, if proper environments and working conditions are provided. Congestion may not be a problem where new buildings for offices

have come up but this is not the case with the offices existing in old structures. In quite a large number of sub-offices, there is hardly enough space for a chair and a small table for officials, much less for convenient movement. The result is that files remain cluttered up and considerable time is lost every day in hunting out papers. Somehow, increase in office space has not kept pace with the increase in the work load and consequent increase in the number of hands. The old departments which have assumed huge proportions have practically, received no funds for expansion of office space. Most of the sub-offices have dismal, dingy and decrepit buildings and are devoid of even common amenities like electricity etc.

4.31. In order to effect an improvement in the existing state of affairs in regard to office lay-out and accommodation, it is essential that -

(i) adequate funds should immediately be earmarked for accommodating the existing staff in various offices and sub-offices of the Collectorate, so that every official can have a separate table, an almirah and a rack for himself.

(ii) Old and decrepit premises should be given up as early as possible and in their place modern buildings, with due provision for light, air and sanitation and temperature

control, should be put up.

(iii) In cases where it is not possible to erect new buildings, old buildings should be renovated and extensively repaired to make them office worthy.

(iv) The new constructions should not only take into account the present needs but they should be planned to admit future scope of expansion as well. At any rate, the story of the new Collectorate building at Lucknow should not be repeated.

(v) A scheme for providing electric coolers for the offices should be undertaken at the rate of say five districts in a year with a view to gradually eliminating khas-tattis and substituting them with a more mechanical and cheaper means. The scheme may initially mean some additional investment, but over a period of years, it is bound to prove a measure of economy. In the first instance, a beginning may be made from the KAVAI towns.

(vi) Even with the existing available accommodation it should be possible to devise the lay out of the offices in a manner so as to bring together those sections which normally have to consult each other more frequently. This would greatly help in disposal of work.

(vii) The O.C's. should be placed physically close to their sections so that they could

keep an eye on what goes on in the sections under their charge. This would facilitate the officers to carry on surprise checks and inspections. The officials of their respective sections would also be readily available to them for consultation in the case of important references.

(viii) Such officials, like Arms Clerk and Excise Clerk whom members of public tend to approach frequently, should be placed behind counters and near the office of the O.C.

4.32. Availability of Tools and Materials:-

(a) Stationery and Paper. It is amazing that practically all the informants complained against inadequate availability of such simple things as noting papers, file covers, pins and carbon paper. This has resulted in non-adoption of any regular filing system in the Collectorate.

(b) Type Writers. One of the causes of delay in the Collectorate work is the non-availability of the requisite number of type-writers. Most of the Old English type-writers have gone out of use, and under the orders of the Government, they cannot be replenished as now only Hindi type-writers can be purchased. The situation becomes anomalous in view of the fact that judgments in courts are still being delivered in English and other work in different sections of the Collectorate continues to be con-

ducted in that language. In whole of the Kanpur Collectorate there are only 33 English machines (all of them are more than 5 years old) and 10 Hindi type-writers.

In Unnao their number is 12 and 6 respectively

(c) Printed Forms. It was a general complaint that the supply of forms from the Government Press was irregular and inadequate. It appears that the procedure for obtaining forms is lengthy and dilatory. The difficulty encountered is not so much in regard to saleable forms as it is in case of non-saleable ones. One can very well visualise the plight of the poor Enquiry Clerk facing the wrath and indignation of the public who naturally get annoyed on being told that the forms needed by them are out of stock.

4.32. In order to overcome the difficulties regarding supply of materials, following suggestions, if accepted, would considerably alter the situation:

(1) Due to the paucity of items of stationery it has not been possible to introduce a regular filing system in Collectorates.

Two years ago in Kanpur an attempt was made in this direction and the Secretariat noting system was adopted. The experiment proved extremely successful, as it has greatly helped in quick disposal of business

besides neat maintenance of files. To introduce uniform file system in the Collectorate adequate funds should be placed at the disposal of Heads of Office to enable them to make local purchases, present limit of Rs. 500/- being inadequate for the purpose.

(ii) If it is desired to dispose of work speedily, both in the courts and the offices of the Collectorate, one English type-writer between two courts and one English type-writer per important section should be provided and the ban against the purchase of English type-writers be withdrawn.

(iii) On the basis of the figures of the last three years, quota of non-saleable forms may be fixed for each Collectorate, and the District Officer should place ~~an~~ ^{an office} ~~indent~~ for stationery and forms direct with the Superintendent, Printing and Stationery. This would avoid much of unnecessary work and correspondence at different levels besides ensuring quicker and timely supply of the required materials.

4.34. Similarly in the Tahsils, it is amazing to find that there is no filing system at all. Even classification under different heads has not been prescribed under the existing rules and Manuals.

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Annexure ~~39~~ attempts a classification under important heads and it is suggested

that this should be adopted uniformly all over the State.

4.35. Staff Welfare:- Welfare activity is an essential ingredient for the smooth and efficient functioning of any organization, whether it be a public or a private undertaking or an administrative unit. Such an activity soothes the strained nerves of the employees, mitigates their difficulties and infuses in them a sense of loyalty and attachment to their work. Consequently, the totality of manners and behaviour of the employees both on and off the job, get conditioned to better public dealings and relations. Unfortunately, this aspect of administrative responsibility has been completely ignored in the case of Collectorate. The present study has revealed that, so far, nothing tangible has been done in this direction.

4.36. Some of the staff welfare activities that should be taken up in right earnest are as follows:-

(1) In most of the Collectorates, Co-operative Societies for the employees are in existence (in Kanpur such a society has existed since 1929) but they have been functioning rather indifferently. They should be re-organized and activated and their scope of work should be made more comprehensive, for instance, Unnao officials desire the

sale of grain to be also taken up by their society.

(ii) The employees should be encouraged to form a Co-operative Housing Society, where ever it is non-existent. Such Societies are functioning in Kanpur and Lucknow but only on paper. Efforts should be made to make them effective.

(iii) Arrangements should be made for better medical facilities for the employees and their dependents including free dispensation of medicine and the availability of a medical officer's service at home in case of serious illness. Existing rules exist more on paper than in practice.

(iv) In accordance with the general policy of the Government, free education for all girls upto High School stage has been provided. Similar facility should be provided for two male issues of the employees also ^{who} get more than Rs.100/- but below Rs.250/-. Necessary help to bright and meritorious students (sons and daughters of the employees) should be given by granting them stipends and scholarships. In any case, endeavour should be made to ensure that the educational career of their talented sons and daughters is not cut short due to paucity of means.

(v) The staff of the Collectorate has an arduous job to perform. They have to come

early and usually have to go late to their homes. The facilities of outdoor and indoor games and other similar amenities should be provided to this over-burdened staff. A little recreation and physical activity is likely to do a lot of good and would also add to their general efficiency.

(vi) A break of half an hour during the day would further add to the efficiency of the employees. But at present, there is no arrangement for the staff to go to a cheap decent canteen or a Tiffin Room or even a well maintained open compound to roam about. Subsidised co-operative canteens should be set up to provide cheap snacks and tea for which adequate space in the Collectorate should be assigned free of rent (at Kanpur such a Cafeteria for the benefit of the officers and officials has been in existence since last year).

(vii) The annual income of the Collectorate compound of Kanpur during the past three years and the amount sanctioned for its upkeep have been shown in the following table:-

Year	Income from the Col- lectorate compound.	Amount sanctioned by Govt. on the upkeep of the Col- lectorate compound
1964-65	R. 36,620.00	R. 500.00
1965-66	R. 56,959.00	R. 1300.00
1966-67	R. 72,936.00	R. 1283.00
Total	R. 172,515.00	R. 3083.00

At least 50% of the income from this source should be spent for the maintenance of lawns and gardens of the Collectorate Compound.

CHAPTER V.

WORK PERCEPTION AND COMMITMENT TO THE WORK.

The Collectorate, as an organization, is more than a matter of the structure of a department of the Government. It involves as its basic elements the intellectual acts of management and administration, and its main object is to secure an effective grouping of those acts of human beings who perform them. Consequently, there are besides such technical organizational matters as administrative decentralization, broader organizational issues concerning the relations between men and men, between men and groups and between the administrators and the administered in a multi-group society. What is required in the Collectorate, therefore, is not only a sound structural set-up of staff agencies, but also a sagacious staff skill and the requisite motivating force on the part of those who man those agencies. Administrative efficiency of the Collectorate, more than elsewhere, depends on the adequacy and efficiency of men who are its functionaries and obviously are more important than mere procedures and regulations. Real efficiency must be built in the structure and the components of the organization, just as it is built into

a piece of machinery. That office is indeed the best, which runs by itself.

5.02. The dynamics of the changing Indian society make it essential that the employees of the Government at all levels and particularly at the district level should be unambitious in a narrow personal sense but thoroughly ambitious to get the job well done; to get problems solved and results achieved. This can be attained through affection based upon sincerity and understanding, tenacity of will and integrity. Affection smoothes the way for winning consent; tenacity of will fosters singleness of purpose and manipulates the resources for meeting the responsibilities integrity ensures the public interest in Governmental action and reflects the presence of understanding, impartiality and objectivity

5.03. Efficiency is, thus, tied up with proper work perception and commitment of the general staff to the work. These phenomena, however, are getting rare in the Collectorate because of increasing workload, complicated rules and procedures and lack of direct and personal control exercised by the decision-making authority who, at best, is only seen occasionally by the staff but hardly understood in terms of human relations.

5.04. Work Perception:- The factors which condition the work perception, among the employees of an organization may briefly be recollected as under :-

- (i) They should be aware of the significance of their role in the set-up and the importance of their functions.
- (ii) They should be thoroughly conversant with the rules and regulations and procedure.
- (iii) They should be ever-responsive to guidance and direction from above.

5.05. The investigations conducted reveal that an average employee of the Collectorate is generally unaware of the significance of the role that he plays in running the administration. He hardly knows that he is an essential cog in the huge administrative machinery. Similarly, he also does not understand the logicality and importance of the functions that are assigned to him. He just performs them as a matter of routine.

5.06. There is a general complaint that there has been an unprecedented growth of rules and regulations followed by innumerable amendments. Even though, this has given tremendous powers to the officials to obstruct movement of reference, a rule can always be found out to delay disposal, yet, very often, the rules are genuinely

not understood by the dealing clerk, the supervisory staff including the officers.

5.07. There is very little of guidance sought by and given to the employees of the Collectorate. The seniors, for ~~instance~~ already mentioned elsewhere are simply not interested in the new and young entrants. Besides, the new recruits, according to practically all the heads of the sections interviewed, lack the urge to learn, and they usually resort to the method of trial and error. A number of the senior officials also complained against the insolent and insubordinate attitude of the junior and lack of necessary aptitude to work and spirit of loyalty among them.

5.08. Commitment to the work:- Factors responsible for providing fillip to commitment to work may briefly be enumerated as under:

- (i) Satisfactory wages and proper incentives particularly during these days of unprecedented economic stress.
- (ii) Opportunities for initiative and exercise of effective supervisory control.
- (iii) Job security.
- (iv) Social prestige attached to the jobs.
- (v) Officer and official relationship.
- (vi) Senior and junior relationship.
- (vii) Material and office accommodation availability.

- (viii) Training facilities and
- (ix) Welfare schemes.

5.09. Till lately, the older generation of the Collectorate officials was undoubtedly devoted to work. Their capacity to put in hard and sustained labour was tested almost invariably in every emergency and special assignments including elections, census, emergency relief etc. The general factors which conditioned their thinking and behaviour were (a) comparative job security, (b) social prestige attached to work in the Collector's office, (c) spirit of loyalty and (d) hope of being rewarded in terms of little favours to their dependents. Most of these factors have ceased to operate and while dedication itself still continues amongst most of the seniors, the economic factors have assumed over-riding proportions. In addition, increase in the volume of work coupled with greater contact with the public has converted the spirit of work into one of spirit of making money. The administration also has failed to cope up with the changing circumstances and has lagged behind in satisfactorily solving the multifarious problems and situations that are being faced by the officials employed in the Collectorate. Rigid centralization

of power and authority and loose supervisory control have killed their initiative and have provided scope for loose and rather irresponsible functioning. Scanty pay scales and absence of proper incentives and promotional opportunities correlated with the rising tempo of living index has fomented frustration and has fostered feeling of apathy, and lack of genuine interest to the extent that job satisfaction has more or less disappeared. Only such of those officials choose to stay who cannot get other opportunities or who are too old to think of a change. This was the opinion expressed by most of the officials who were interviewed or who responded to the questionnaire. Job security is also almost extinct as would be apparent from the large number of temporary hands borne on the Collectorate charge in various grades. At Kanpur, 66 first and second grade employees are temporary out of whom a considerable number have not been confirmed for some reason or the other, although they have been serving the Collectorate now for more than 25 years. There have been in existence neither any method of imparting training nor does there exist any staff welfare scheme worth the name. Non-availability of necessary tools and material and inadequate and unsatisfactory office accommodation have also been

generally complained of by the officials of the Collectorate. Given these circumstances, it is not surprising that general morale of the employees has gone down; social prestige attached to the jobs has diminished; relationships between officers and officials and between seniors and juniors and between officials and the public leave much to be desired.

5.10. Perception and commitment measure:-

The measure of commitment and perception to the work is provided by (a) quick despatch of business, (b) satisfaction rendered to the public, (c) the amount of wastage that occurs and (d) delegation of power and responsibility. An attempt may, as well, be made to measure the perception and commitment of the Collectorate employees in reference to above factors.

(a) Quick despatch of business: It has been well established in earlier chapters ^{that} but the work out-put in the Collectorate is slow and sluggish. The papers generally move only under the influence of two conditions (i) the compulsion of corruption and (ii) the compulsion of displeasure of the superiors involving departmental action.

(b) Satisfaction rendered to the Public: In a system over-ridden by technicalities and formalities and manned by disgruntled and discontented officials and which offers

a scope for considerations other than those which are moral and are conditioned by free will to work, the answer to the question whether the public is satisfied with the Collectorate dealings is obvious. For a little work to be done, the public has to run from pillar to post, and, at times, they have to encounter the rough handling meted out to them. They have also to put up with insolent and derogatory attitude of the officials who even do not hesitate to enter into loud arguments with them. Quite a number of such incidents were noticed during the course of field work done in regard to the present study. These officials probably do not realise that impoliteness breeds hate. Ultimately, the inability of an official to dispose of a particular paper is attributed either to the difficulties imposed by a certain rule or to the personal whim or wish or non-availability of the concerned officer who has to take the final decision in the matter. This naturally leaves the individual who approaches the official to expedite the decision, dazed, disillusioned and more than ever, prone to grease the palms of the official.

(c) The Amount of Wastage: Wastage of mandays, talent and experience is only a logical outcome of the conditions and circumstances under which the Collectorate has been functioning all these years. Wastage can be categorised under two heads (i) open wastage which involves suspension and dismissal of officials as a result of some disciplinary proceedings and going away of officials of their own accord and (ii) latent wastage which encompasses neglect of duty and callousness on the part of the employees. The open wastage that occurs can be assessed in terms of loss of mandays and experience but there is no way to estimate the extent of latent wastage which, frankly admitting, is colossal. The following tables, A and B, would indicate the wastage that occurred in the Kanpur Collectorate during the years 1964, 1965 and 1966.

TABLE A.

Loss of mandays in the Collectorate (Kanpur) due to suspension of personnel pending enquiry.

Year	Available man- days.*	Mandays lost due to sus- pension pend- ing enquiry.	%age of man- days lost in terms of tota mandays avail- able.
1964	37,750	953	2.5
1965	37,750	1,244	3.3
1966	37,750	2,559	6.7

* On the basis of 250 working days in a year.

TABLE B

Loss of mandays due to employees leaving
of their own accord.

Year	No. of employees who left of their own accord.	Duration of service in the Collectorate.
1964	2	11½ years & 10 years.
1965	2	3 years 2 months & 3 years 5 months
1966	1	4 years 4 months.

Total number of employees reported to have left the Collectorate service between 1949 and 1966 is 17. Out of these majority (12) left between 1953 and 1966. The break-up in terms of the duration of their service in the Collectorate is as follows:

10 years or above	- 3
Between 5 & 10 years	- 2
Less than 5 years	- 12*
Total:	<u>17</u>

(d) Delegation of power and responsibility:

Lord Acton has characteristically observed that, "Power tends to corrupt and absolute power tends to corrupt absolutely". There can be no other more correct and forceful argument in favour of decentralization and

* Out of these 1 left after putting in 2 years of service, 1 after 1 year and the rest had put in not less than 3 and not more than 5 years.

delegation of power than what Lord Acton asserted. In any organization, big or small, in the interest of efficiency, pressures on the central figure have got to be reduced, and in any case, the attempt should be at all levels of responsibility to delegate constantly as many decisions as possible. Without the continual delegation of routine activities to others, administrative duties may become intolerable. Administrations must recognise that officers and officials are co-ordinates, operating not in a hierarchical relation of officers over officials, but on a horizontal plane of authority and responsibility under the chief executive: Unless this is done, the creative and innovative drive of the individual attached with a particular organization would be stifled. In the Collectorate, one of the significant causes of delays occurring, is too much of centralisation. Ordinary and routine papers are also frequently sent up to the Additional Collector or the Collector. This system is faulty and needs to be given up immediately. Then, under the existing orders, payment upto Rs.25/- are made at the level of the O.Cs. Is it due to lack of confidence in the officers that their financial power has been kept so low? The answer would probably be in the negative and,

as such, there seems to be no reason against enhancing this limit.

5.11. Observations and Suggestions:- To ensure better work perception and to remove some of the impediments in the way of commitment to the work among the Collectorate employees, following recommendations are made:-

(i) Wide publicity to those rules and regulations which touch the public should be given.

(ii) Arrangements for proper training of the officers and officials in the interpretation and proper use of the various rules which govern the functioning of the Collectorate should be made.

(iii) In such cases where interpretations or application of rules is concerned, the officer concerned should attempt to give their own findings instead of depending entirely on the office notes.

(iv) The precedences should invariably be respected by the officials, and in order to ensure continuity in this regard, (a) as far as possible, where considerable interpretations of rules are needed, the officials should not be moved before three years, and even if they move, they should be available for consultation and (b) all important precedences should be noted down by section incharges in a new register to be maintained for the purpose.

(v) Movement of paper is often delayed due to non-availability of rules and orders. A

large number of these manuals incorporating various rules and orders were printed a long time ago. They should be re-compiled and made up-to-date and be made readily available to all officials and the Collectora libraries which exist only in name. The Kanpur Collectorate Library comprises of out-dated books and manuals. There is hardly any system for amending them. The librarian is untrained and is wholly non-conversant even with the A.B.C. of cataloguing. The Sedar libraries should be able to fulfil the need for which they have been set up. They should have in their stacks reference books commonly in use in Collectorates and up-to-date laws and regulations. The system of issue and receipt of books should also be systematised.

(vi) (a). In order to relieve the top officers of routine work, delegation is a must and therefore in a large number of cases where reminders have to issue or simple replies have to be sent out, the procedure followed in the Secretariat should be adopted, where the decisions are incorporated in the form of a letter and issued at the Superintendent's level with a seal marked as "Authorised for Issue".

(b) It is not necessary for every paper to be sent up to the Additional Collector or the Collector. The movement of papers should break, in almost 50% cases at the level of the O.Cs., and another 40% at the level of the Additional Collector. Normally, not more than 10% of cases should go up to the Collector who should concern himself only with important policy matters or where he has to give a decision likely to become of general importance or else it may be quoted as a precedence in future. Annexure 41 attempts a break up of duties between Collector and Additional Collector. A similar break-up could also be made in regard to Additional Collector and O.Cs. and O.Cs. and O.S./Sectional heads.

(vii) Similarly, delegation of financial powers also seems necessary. All the powers exercisable by the District Officer in financial matters should be delegated to the Additional District Magistrate, and the limit of O.Cs. should be raised from Rs.25/- to Rs.100/-.

(viii) As has been stated elsewhere, attempt should be made, as far as possible, to keep the public away from the desk of the officials.

(ix) Lastly, to re-emphasise the vital question of emoluments of the Collectorate staff, their pay scales should immediately be

raised. They should be brought at par with the officials working in the Secretariat. The District administration receives all its strength from the manner in which the staff under the Collector acquits itself. Almost all the emergencies have, so far, been adequately met on the basis of the strength provided by the Collectorate personnel. In view of increasing pressures and the growing complexity of problems at the district level, it is essential to keep this hard core, which has, up till now, shown no signs of a crack, all the more loyal, efficient and contented for all times to come. This may mean some slight discrimination with the officials of other departments, but this should be accepted as inevitable in the larger interests of administration and the community.

CHAPTER VI

DAS COMMITTEE REPORT.

6.01. Appointment and terms of reference:-

In pursuance of an order No. 6529/II-A-55 dated October 14, 1955 of the Government of Uttar Pradesh Sri K.K. Das, I.C.S. was appointed Commissioner for Reorganization and Director, Organization and Methods Division. Sri Das was charged with the responsibility of scrutinizing and initiating proposals for the reorganization and rationalization of Collectorates, Offices of Heads of Departments and the various branches of the Secretariat. He was also called upon to set up the Organization and Methods Division and to be its Director and Ex-Officio Additional Secretary to Government in the Chief Secretary's Branch.

6.02. Committee at work:-

In deference to the desire of the Government the question of the re-organization of Collectorates was taken up first. It was found essential to make a detailed study of what happened in a Collectorate and for this Lucknow Collectorate was selected and examined. The investigations began on January 5, 1956 and some brief conclusions were put before an Administrative Officers conference and

their reactions obtained on February 20, 1956. The first draft report was sent to all Commissioners and Collectors and to certain Heads of Departments for their comments and was also put up before Commissioners of Divisions in a meeting. After taking into account the numerous comments received, a revised report was prepared and placed before another Committee between May 28 and June 5, 1956 where a detailed discussion took place, and all the suggestions and changes indicated were incorporated in the final report which was duly referred to the Governor for his approval and orders. Ultimately, under covering note No. 916/O&M.1956 dated December 26/31, 1956, the Government issued an order for implementing the recommendations of the Das Committee in respect to re-organization of Collectorates in Uttar Pradesh.

6.03. Subsequently, Das Committee took up the question of the reorganization of Treasury which was the second Government organization surveyed. The draft report originally drew up by the Committee was circulated for opinion to all Treasury Officers, Collectors, Commissioners, Heads of Departments, the State Bank, the Accountant General, the Controller of Military Accounts and all Secretaries to Government of Uttar Pradesh. Suggestions

were also invited from the ministerial staff of the Treasuries. The draft report was then amended in the light of the comments received and referred to a Committee comprising of a number of senior officers. The changes suggested by the Committee were incorporated in the report which underwent further amendment in the light of the observations made by Comptroller and Auditor General. The report received its final shape after it was examined and commented upon by the Finance Department. After the receipt of the approval of the Governor, the Government vide circular letter No. A-1-5671/X-5(29)-57 dated February 1, 1958 addressed to all District Officers of the State of Uttar Pradesh, issued orders for the implementation of the report.

6.04. Approach of the Committee:-

Das Committee was of the opinion that the "adoption of any entirely new system would create unmanageable confusion". Hence, the Committee while formulating the recommendations, tried to keep within the existing framework and adopted only such tested procedures which were already in existence in Government Organizations in Uttar Pradesh or other parts of India or in other countries.

6.05. Recommendations of the Committee:-

The recommendations of Das Committee in regard to the re-organization of Collectorates

and Treasuries can be broadly classified as (a) Procedural, (b) structural and (c) procedural-cum-structural. All along, the attempt of the Committee was to set up a system which would foster efficiency, ensure better despatch of business, increase responsiveness, promote inter-office/section co-ordination and co-operation, create healthier atmosphere for work and affect economy. The recommendations touched almost all the aspects of Collectorate administration including the structure and provided for cleanliness and orderly arrangement of the offices and posting of staff, setting up of Enquiry Offices in important towns. After examining the work load and evolving a method for more expeditious disposal of work it suggested procedural and structural innovations in regard to copying department, Record Rooms, R.A's. Section, J.A's. Section, C.R.A's Section, Nazarat, Election Office, Courts and Inspections. Similarly, in regard to Treasuries, Das Committee took into account the mode of payment into Treasuries and payment by Government Departments, Pensions, framing of service rules of the Treasury ministerial staff, their discipline and control and certain other miscellaneous matters.

6.06. Implementation of the recommendations:-

It was enjoined upon the District Officers to enforce the recommendations of Das Committee

in regard to Collectorates with effect from January 1, 1957 and in regard to Treasuries with effect from April 1, 1958. The process of implementation of the report was also laid down by the Committee. It was stated that since the report had been examined in detail by a Committee of Senior Officers, it should be given effect to without any undue loss of time as leisurely methods were not feasible in the present day set-up. The Committee also observed that the report should not be subjected to detailed noting at any stage, and its procedural part should be implemented immediately. No amendments, it was added further, should be issued to any manuals. "The report itself should serve as the mandate for action where it differs from the existing instructions." Exception was, however, to be made in cases where immediate implementation was not possible or where consultation with some other authority was necessary.

6.07. It must, nevertheless, be conceded that the recommendations of Das Committee did not generate adequate enthusiasm. While some of them were adopted and given a practical shape either in full or in part, quite a large number of them remained a dead letter. Even out of those that were

implemented, some of them were later on given up in preference to old system either due to half-hearted process of implementation or due to the inherent defect in the new system. Annexure 42 details those recommendations of the Committee which were fully or partially implemented along with the data of implementation. Annexure 43 gives those recommendations which were not implemented at all and annexure 44 enumerates such of them which although initially implemented were given up later on. This relates both to the Collectorate and the Treasury.

6.08. Observations and comments:- It has been considered desirable and proper to discuss and analyse some of the important recommendations of Das Committee. Selection of recommendations has been governed by two main considerations:-

(i) That there should be at least one recommendation from each of the three categories - procedural, structural and general under which Das Committee's recommendations have been classified and

(ii) That the recommendations should have an important bearing on the organization and functioning of the Collectorate.

6.09. Procedural: Disposal of Correspondence: Of all the recommendations relating to reforming the procedures prevailing in the

Collectorates, those connected with the disposal of correspondence are by far the most important. Receipt of 'dak', its passage through different stages until it is finally disposed of and/or consigned takes most of the time of the Collectorate staff. The manner in which correspondence is handled determines not only the satisfaction of the public but also the performance of other related functions within the Collectorate - preparation of the list of pending references at the end of every month, disposal of references, maintenance and finally consignment of records and weeding. Prime consideration should, therefore, be given to the extent to which Das Committee's recommendations in regard to disposal of correspondence have been implemented.

6.D. Das Committee made a detailed and careful study of the steps through which an ordinary letter passed before the writer of the letter got a reply. For the sake of analytical convenience these steps may be placed in three stages:-

- Stage (i). Steps before the letter reaches the clerk who deals with it;
- Stage (ii). Steps involved in preparation of the draft by the clerk and its return to the clerk after final approval of the officer concerned;

Stage (iii). Steps involved in the final despatch of the reply.

6.11. Das Committee noted that "if some one writes a fairly simple letter to the Collectorate it passes through 27 steps before a reply is sent to him". A break up of these steps into the three stages shows that 13 steps are involved in stage (i) - preceding the receipt of the letter by the clerk who prepares a draft on it; 7 steps are involved in stage (iii) - after the approval and signatures of the officer concerned on the fair copies have been obtained and only 7 steps are involved in stage (ii) - preparation of the draft reply, making out of fair types copies, and obtaining of signatures of the officer. The steps involved in stage (i) and (iii), 20 out of 27 through which an ordinary letter has to pass in the Collectorate, only reflected the ill-considered emphasis on checks and balances in the administrative machinery, impeding "quick action" and making effective control impossible.

6.12. Clearly, then, the system needed to be reorganised in a manner which would reduce the number of steps involved in stages (i) and (iii), Das Committee did only that. As per the Committee's recommendations the number of steps involved in the passage of a letter through

the Collectorate were to be reduced from 27 to only 14. And, significantly, all this cut in the number of steps was brought about by simplifying the procedure involved in stages (i) and (iii). Stage (ii) which involved 7 steps in the Old Procedure retained its form and its sequence of steps even under the changed procedure suggested by Das Committee. These steps are as under:-

- (1) The clerk when he receives the paper studies and places it in the proper file;
- (2) He prepares a draft and submits it for higher orders;
- (3) The draft is approved and returned to the Clerk;
- (4) The clerk hands it over to the typist;
- (5) The typist makes out fair copies;
- (6) The clerk takes the fair copies and sends them for signature;
- (7) The paper comes back to clerk.

It would appear that, given the existing location of responsibility and pattern of specialised staffing, these seven steps are wholly unavoidable. These form the backbone of any system evolved for the disposal of correspondence while all the rest fulfil merely the need for pin-pointing responsibility in a complex administrative organisation.

6.13. Das Committee which based its recommendations for reforming the functioning of the Collectorates on the assumption that there is a need for greater initiative among the officials and also for reposing trust in them, therefore, decided to cut short the complicated procedure involved in stages (i) and (iii) alone. Stage (i) which in the old procedure involved 13 steps was now to have only 6 steps and stage (iii) was to involve only 1 step in place of 7 steps. It is considered proper to enumerate here the steps involved in stages (i) and (iii) both under the old procedure and under the changed procedure recommended by Das Committee for purposes of comparison.

Stage I Old Procedure: 1. Dak is received by the E.R.K., (2) It is opened by E.R.K., entered in a receipt book and is numbered serially. (3) Important dak is entered in the Index Register. Important letter denotes any letter coming from Government or Heads of Departments. (4) It is entered in the file register. (5) The dak is sent to O.S. (6) The O.S. puts draft orders (mostly routine) on each letter. (7) O.S. sorts out the dak into three bundles for O.C., A.D.M. and D.M. (8) The dak is seen by O.C., A.D.M. & D.M. and orders passed. (9) The dak is returned to the O.S. (10) The dak is returned to the E.R.K.

(11) It is entered in the despatch book by number only (the same number as in the receipt book). (12) A peon takes the dak with a despatch book to the clerks in the office for whom it is meant. (13) The clerk makes a note of this in his reference register.

Das Committee recommendations:-

- (1) All dak should be received (but no marked) by the D.M. or in his absence by the next senior officer
- (2) The S.R.K. should enter only important letters in the Index Register and discontinue the receipt register
- (3) The indexed papers will also be entered in the File Register
- (4) The S.R.K. should mark the papers to the clerk concerned and send them on to the O.S.
- (5) The dak should be seen by the OS who should look through it and note only on those papers in which he feels his personal guidance is necessary..... He should then hand over the papers to the section heads or in some cases direct to the clerks.
- (6) The section heads should decide what has to be done on each paper.....

Stage III. Old procedure.

1. The papers come back to the clerk.
2. The clerk enters them in his reference book.
3. He sends them to the ERK for indexing.

4. The E.R.K. indexes each issue separately..
5. The E.R.K. returns the papers to the clerk
6. The clerk gives the fair copy to the despatcher who sign for it in the clerk's reference book.
7. The despatcher enters them in one of four registers.....

Procedure under Das Committee Recommendations:

The clerk should give the fair copies to the despatcher along with the office copy.

6.14. The reduction of 7 steps in stage (i) was brought about in the following manner:-

Abolition of receipt register (unauthorised) with the E.R.K. (1 step).

Abolition of reference register with clerks (1 step).

Abolition of despatch book maintained by E.R.K. (1 step).

Readjustment of the flow of dak from one official to another till it reaches the dealing clerk (4 steps).

6.15. A careful scrutiny of the old procedure would reveal that ERK commanded a central position in the flow of papers in the First Stage. He received all papers in the first instance and after making entries forwarded them to O.S. and through him to O.Cs., A.D.M. and D.M. for orders. He it was who after he had received back papers from these officers through O.S. once again,

forwarded them on to the dealing clerks.

This was, clearly, defective procedure.

A system for the smooth and quick flow of papers was to be conceived in the shape of a chain in which no one ought to be given a central position gravitating flow toward itself rather than toward the end. E.R.K. should have been only a link in the chain.

6.16. Under the changed procedure DM was to receive papers who, after selecting those which deserved his personal attention, was to direct all papers to E.R.K. E.R.K. would mark the papers and enter only "important papers" in the Index Register and would then forward them to O.S. O.S., on his turn, was to go through the papers, give his noting on important letters and forward them to the clerks concerned, through sectional heads.

6.17. The system, as recommended by Das Committee looks definitely more efficient than the old. The present study of Kanpur Collectorate, however, discloses that (i) E.R.K. still continues to receive all letters with all its consequent implications for complicating the procedure; (ii) though no clerk maintains a reference register but in its place, heads of sections maintain a register for the movement of papers. (iii) Receipt register and despatch book maintained

by E.R.K. have, however, been discontinued. This means that instead of there being a reduction of 7 steps in stage I, there has actually occurred a reduction of only two steps.

6.18. This failure to implement the recommendations may be attributed only partly to the inertia against launching bold experiments envisaging procedural changes in the functioning of the administrative agencies. But mainly it is due to the short comings of the recommendations. Das Committee itself took cognisance of the fact "that the Collector is generally a greatly over-worked officer, even in some small districts" (Para 17, ch. III) yet, in its recommendations for rationalising the procedure for the disposal of correspondence, it confers the duty of receiving and going through the daily dak on the Collector. Secondly, no provision was made for recording, indexing and filing of the letters which the Collector retained with himself for reply. Only those letters were to be sent to E.R.K. which the Collector felt could be attended to by others. And, thirdly, under the changed procedure at least three officials were required to go through almost whole of the daily dak. Collector for selecting the letters requiring his personal attention, E.R.K. for 'marking'

letters to clerks and O.S. to see if any of the letters needed his 'notings'. In contrast, under the old procedure only O.S. was to go through the entire daily dak.

6.19. There can be no doubt that the procedure as conceived by Das Committee was rational. But when it came to allocation of functions under the revised procedure the recommendations of Das Committee proved to be self-defeating. In order, therefore, to avoid the shortcomings noted above, following suggestions are made:-

- (1) Except for secret, confidential and demi-official correspondence which should be handled by D.M., O.S. and not the D.M. should receive all dak, mark it and give, where necessary, his notings.
- (2) From O.S. the papers, unindexed, should be sent to DM, ADM and Officers-in-charges as indicated by the marking of the O.S.
- (3) The dak from these officers should go back to E.R.F. for indexing and distribution to the Sections/Offices.
- (4) The rest of the procedure should remain undisturbed.

6.20. The comparative advantages and disadvantages of the Old Procedure, procedure recommended by Das Committee and the suggested procedure are very well brought out in the charts given in annexure 45.

6.21. In stage (iii) the procedure suggested by Das Committee was professed to result in a saving of six steps, whereas, actually it could lead to a saving of four steps only. The confusion arose due to lumping up of three steps under one in the revised procedure. While outlining the Old Procedure Das Committee enumerated three steps at the final stage of despatch as under :-

1. The clerk gives the fair copies to the despatcher.
2. The despatcher enters them in one of the four registers.
3. He despatches the letters.

In the suggested procedure, however, the committee mentioned only one step, viz.

(1) The clerk should give the fair copies to the despatcher..... But, surely, the despatcher will have to enter them even now in the register and will also have to despatch them.

6.22. The saving of four steps was to be achieved in the following manner:-

Abolition of reference book with the clerk (1 step).

Despatch of the letter to E.R.K. and its return to the clerk (3 steps).

6.23. The present study reveals that this aspect of Das Committee recommendations has been completely implemented.

6.24. Structural: Enquiry Office:- One of the main innovations suggested by Das Committee was the establishment of an Enquiry Office in the Collectorates of some of the main towns of the State. The success of the Enquiry Office, the Committee contended, depended entirely on the man chosen to manage it. "The proper qualifications for the Enquiry Clerk are wide experience in the Collectorate, the ability to remain cheerful and polite under pressure and to maintain an attitude that the public is always right. He must enjoy the confidence of his colleagues and superiors. A combination of these qualities will be exceptionalThe selected man will be placed on the scale of Rs.150-200 and will, besides, get a special pay of Rs.25/- per month.....

Other recommendations of Das Committee in regard to the proper functioning of the Enquiry Clerk may be summed up as under:-
 (1) The Enquiry Clerk should be seated at one of the main entrances to the Collectorate in a place easily accessible to persons coming from outside.

(2) A push-button type of inter-communication telephone should be provided to him with connections to main sections of the Collectorate.

(3) A stamp vendor and a petition writer

should be seated near him.

(4) A complaint book and a petition box should be maintained by him.

(5) He should also keep a generous supply of non-sealable forms.

(6) Outside his booth a large black board should be placed on which announcements of immediate general interest to the public should be chalked (not pasted).

(7) His main duty should be to tell people how to fulfil the object of their visit to the Collectorate either by helping such a person directly or by obtaining information from other sections through the inter-communication telephone.

(8) In case of information not being immediately available, he should encourage the person to put in a request by filling in a form or filing an application, at the same time, telling him that a reply, in due course, would be sent to him by post.

(9) There may be cases in which the Enquiry Clerk might in his discretion feel it necessary for a member of the public to see an officer or clerk. In that eventuality he should arrange to give the person seeking an interview a letter in the following form:

"To

Please give an interview to the bearer

Sri.

Dated. Enquiry Clerk."

(10) In cases where persons would like to call back for documents or replies, he would arrange to give them a date (if necessary in consultation with OS or clerk) by which the documents should be ready. The date once given should be strictly adhered to.

6.25. Das Committee was aware of the failure of a similar experiment of setting up an Enquiry Office tried some time earlier in Lucknow Collectorate mainly because it was not given sufficient facilities. The Committee therefore stressed that a ". . . .determined effort should be made for its success and any snags that arise in its working must be ironed out." The present study, however, brought to light that the warning of Das Committee in respect to the Enquiry Office was not given sufficient heed and the scheme as implemented at Kanpur and Lucknow only reveals the apathy with which it has been dealt with. After about 10 years of their existence, inter-communication device has been established neither at Kanpur nor at Lucknow Enquiry Offices. This has not only to a great extent, nullified their utility, but has also reduced the Enquiry Clerks as virtual messengers running from one section to another.

The task of the Enquiry Clerk at Kanpur is more arduous as various offices and sections with which he has to deal are scattered all over the place at rather inconvenient distances. A new structure near the main Collectorate entrance was set up for the Enquiry Office at Kanpur, while specific provision to house this office was made at Lucknow in the new Collectorate building recently constructed. At both the places the structure of the building and the accommodation are inadequate. Some of the officials personally interviewed at Lucknow had a dig by describing their Enquiry Office structure as something like a III class railway booking counter. Then, the non-saleable forms, which are distributed by the Enquiry Clerk, are usually in short supply and even if they are available with the Form Keeper, they are not expeditiously supplied against Enquiry Clerk's indents. Innumerable instances were quoted when an Enquiry Clerk himself had to climb up the stacks of the Form Room and pull out the forms that were in great demand.

6.26. The sluggish functioning of the Enquiry Office can, to a certain extent, be justifiably attributed to the half-hearted implementation of the scheme but there were also some short comings inherent in the

details as chalked out by Das Committee. For instance, the Committee failed to visualise all the requisites that were needed to make the scheme a practical success. The Enquiry Clerk should have atleast been provided with a peon (at Lucknow, a peon has been unofficially posted at the Enquiry Office) who, in the absence of inter-communication telephone, would have done all the running about. The Enquiry Clerk, senior and aging, would have been spared from undergoing unnecessary physical strain, besides, he would have been usually available at his seat, which is not the case now. One can easily imagine the indignation and disappointment of members of the public who go to the Enquiry Office to elicit some urgent information only to find out that the Enquiry Clerk's seat is unoccupied.

6.27. Some suggestions to regulate the functioning of the Enquiry Office in the Collectorate have been made in para 3.08 (XI a, b, c and d). In addition to them, some more suggestions are being made. They are as under :-

1. The Enquiry Office should be sufficiently spacious to accommodate a visitor's room as well, so that such members of the public who may have to wait for a reply to their query could be comfortably seated.

2. A public telephone call office should be installed within the premises of the Enquiry Office.
3. Copies of all B.Os. and G.Os. be regularly supplied to the Enquiry Clerk.
4. One peon be posted in the Enquiry Office.
5. All transfers and changes in the procedure that take place in the Collectorate should duly be intimated to the Enquiry Clerk.
6. Lastly, to repeat, inter-communication system should at once be set up linking the Enquiry Office with the main sections of the Collectorate.

6.28. Procedural-cum-Structural:-

A. Copying Department;

These recommendations are structural in character but they considerably affect the functioning of different sections in the Collectorate. Das Committee's recommendations in respect of Copying Department fall mostly in this category. Most of the procedural changes enunciated in the report in respect of Copying work emanate from two recommendations which are essentially structural in character. These are: (i) Abolition of copying department and placement of copyists under the Record Keepers and O.S. (ii) Provision of typewriters and ball point pens for each court official.

3.29. Prior to Das Committee the procedure for issuing copies was lengthy and complicated. Even in simple cases as many as 16 steps were involved. By recommending provision of type-writers and ball point pens which would facilitate the issue of copies of judgments and statements almost immediately on demand, the Committee aimed to circumvent the lengthy proceedings initiated by applications for copies. According to the estimates made by the Committee, this would have saved "60 per cent of the Criminal Copying work" and "another 35 per cent" by preparing copies of statements.

6.30. The present study, however, reveals that:-

- (1) Not all courts have been provided with type-writers.
- (2) Ball point pens were scantily supplied and that too for a short duration.
- (3) Not all court readers know stenography and
- (4) Even where type writers have been provided copies to the applicants are issued not immediately on demand in the courts, but through Record Keepers.

6.31. Copying Department has of course been abolished and copyists have been distributed under Judicial Record Keeper and Revenue Record Keeper and O.S. (At Kanpur copyists assigned under O.S. have been placed in the general pool). A copy application

under amended procedure, as recommended by Das Committee, involves now only 6 steps in place of 16 steps. The saving of 10 steps has been effected in the following manner:

Abolition of copying department - 6 steps.

Procedural change leading to increase - 2 steps in powers of the Record Keepers.

6.32. Thus, the action on the application for a copy has been quickened and greater public convenience ensured. The objectives with which reforms were suggested have been more or less fulfilled. The type-writers, wherever they have been provided in courts, have increased the out-turn of the magistrates. The out-turn would increase further if knowledge of stenography was to be made compulsory for appointment as a court Reader. It is stressed, as suggested by Das Committee, that the advantage ensuing from the use of type-writers for reducing the work connected with copying should be fully exploited, and the system of supplying ball point pens to the court officials be restored. Two copies of judgments, in the case of acquittals and as many copies as accused in the case of convictions, should invariably be placed on record for issue on demand (and where prescribed, after payment of copying fee).

This also assumes, a liberal supply of atleast one English type-writer to all important courts and one typewriter between two less important ones.

6.33. B. Treasury:

Das Committee, while submitting its report on the Reorganization of Treasuries, observed that the Treasury had never been comprehensively studied although the rules had been amended from time to time. The result was that the Treasuries were unable to keep pace with the mounting tempo of the work load which was entrusted to them. This also resulted in great public inconvenience and annoyance besides giving rise to a feeling of despair against the system and the officials managing it. "Hundreds of thousands, perhaps millions, of people come up against bureaucracy and red-tape at its worst and form an adverse opinion of administration." The Committee was, therefore, firmly of the opinion that the system needed a change. At the same time, it was also felt necessary to take steps to remove some of the causes of discontent in the staff. Even though, it was contended that 'no revolutionary changes' were proposed but it was in regard to the Treasury that Das Committee recommended significant and far-reaching procedural and structural readjustments. Besides recommending the

the separation of the Treasury staff with Revenue staff of the Collectorate, the Committee also proposed that -

(i) Every Department dealing with persons who have to pay money periodically to the Government, should issue chalans in triplicate with major and detailed heads and all the particulars duly filled in, to intending depositors who would deposit the money direct in the State Bank of India.

(ii) For casual depositors, the department making the demand to arrange to receive payment in any form in which it was tendered.

(iii) In treasuries, where the work was heavy one of the Treasury Head Clerks to be designated as Assistant Treasury Officer who would be authorized to pass bills upto Rs.200/-.

(iv) Payment of limit of pensions paid by money orders to be raised from Rs.50/- to Rs.100/-.

(v) Form BM 9 (prescribed in the budget manual) to be attached to the bill with the dividing line perforated.

(vi) Finance Department to take steps to have the number of detailed heads cut down to the minimum necessary.

(vii) The Commissioner for Reorganization to work out the details for another experi-

ment being tried on the mechanization of Treasury Accounts.

(viii) Receipt Books for land revenue and Canal dues not to be kept in the Treasury strong rooms.

(ix) The Commissioner for Reorganization to examine the feasibility of interest on Government bonds and securities being paid by the branches of the State Bank of India.

(x) The cancellation advice of Government bonds etc. registered for payment at a sub-treasury on receipt to be sent in original to the sub-treasury for necessary action.

(xi) The Treasury dak to be despatched by the Treasury itself.

(xii) The number of Treasury forms to be reduced.

(xiii) The form of the pay bill for gazetted officers to be amended.

(xiv) The last pay certificate to be issued under the signature of the Treasury Officer and it need not be signed by any other officer.

(xv) In the five KANAL towns and Meerut, the (Senior) Treasury Officer to get a special pay of Rs.75/- per mensem.

(xvi) The ministerial staff in the Treasuries to be separated from the Collectorate staff.

(xvii) All bill passing clerks in a Treasury to be upgraded.

(xviii) Detailed rules regulating the conditions of service of the Treasury ministerial staff under the new set up to be framed.

(xix) Certain number of posts of Treasury Officer in the cadre of the U.P. Finance and Accounts Service to be reserved for being filled up by promotion from amongst Treasury Head Clerks and Office Superintendents.

6.34. A number of recommendations of Das Committee that were implemented proved to be beneficial. The old system of payment of money into a Treasury involved 14 steps, and the payer had to go to at least three offices before the money could be deposited. This cumbersome and inconvenient process has been considerably simplified and made easier by adopting Das Committee procedure, under which every department dealing with periodical receipts issues chalans duly filled in triplicate to intending depositors and by authorising the State Bank to receive the money due on such chalans direct. This has positively resulted in cutting out all "passing" work in the Treasury and warding off of a large number of people who thronged at the Treasury counter. Similarly, the Treasury

has been considerably relieved of the pressure of work by the implementation of the recommendation of the Committee allowing casual depositors the liberty of tendering money in any form they desire.

6.35. As was the case with the Report on the Reorganization of the Collectorates, quite a number of recommendations of the Committee in respect of the Treasuries were not implemented. Some of them were really good and they would have definitely streamlined the Treasury functioning. The procedure, suggested by the Committee, in regard to payment of pensions would have reduced the work load of the Treasury to some extent and would have also saved the aged pensioners from a lot of botheration, physical strain and loss of time. In a similar manner, reduction in the number of detailed heads to the minimum necessary for efficient budgeting and abolition of a number of the Treasury Forms would have brought great relief and convenience both for the Treasury staff and the members of public. Incidentally the present number of detailed heads and the number of Treasury forms in existence are 133 and 486 respectively.

6.36. Experience, however, has also shown that some of the recommendations of the Committee need to be reviewed. Thus for

instance, the separation of the Treasury cadre from the Collectorate has had a baneful effect and the experiment needs to be given up immediately, more so when, on account of multifarious developmental state activities, sphere and scope of the Treasury have been enlarged. Consequently, its work load has shown a consistent upward trend. Annexure 46 would show comparative figures of the work done at the Kanpur Treasury in regard to a few items during the year 1963-64, 1964-65, 1965-66.

6.37. A detailed analysis of the recommendations of Das Committee also revealed that they excluded certain important aspects of the Treasury administration. To cover up those deficiencies and also as an endeavour to toning it up, following suggestions are made:-

(a) In order to provide for effective supervision over the large Treasury staff a definite span of control should be introduced, so that as far as possible, not more than 5 clerks work under a supervisory official.

(b) The treasury staff should be divided into distinct categories given in annexure 47 with a Treasury Head Clerk or Addl. Treasury Head Clerk/s in exclusive supervisory charge. The various sections should also be allotted to the Senior Treasury Officer and the Additional

Treasury Officers (2 in Kanpur) as given in annexure 48.

(c) One of the major work load of the Treasury or the Sub-Treasury relates to disbursement of pensions. There were 3019, 3354 and 3967 civil and military pensioners attached to the Kanpur Treasury in the year 1963-64, 1964-65, 1965-66. While pensioners are expected to visit the Treasury by rotation, it is not a practical proposition to enforce this arrangement and over-crowding of pensioners on some days in a month cannot be avoided. To preclude this and also to mitigate "complaints of delays and rude treatment" it is suggested that it should be made obligatory on the pensioners, both of the State and of Government of India, to receive payment of pensions from the nearest disbursing office of the department (if it exists in the town where the pensioners reside) from which they retired as in the case of Postal Department. The pensioner, being known in his own office, would not only receive courteous and expeditious treatment from his erstwhile colleagues but he would also be saved of undergoing the rigours of certain formalities such as those of identification etc. In case this is not

acceptable, payment in cash or cheque at the treasury itself should be introduced in all cases (as is being done in the case of payments below Rs.100/- p.m.) The aged pensioner would thus be able to avoid the rigours involved in obtaining the pension after almost a day long chase. Annexure 49 gives the procedure which a pensioner has to follow before he gets his pension. As far as the Military pensioners are concerned, the system prevailing in Punjab viz. disbursement through post offices should be adopted.

(d) Under the general policy of the Government, almost all the Treasuries and Sub-Treasuries have become banking. While this has undoubtedly taken shape in terms of the country's over all economic system, one important administrative aspect cannot be lost sight of. The bank employees, in general, are one of the most indisciplined lot and the melody of this indiscipline is contagious and fast spreading. Banks which once used to be models of efficiency, promptness and courtesy have now been converted into black spots of inefficiency, callousness and delay. There should, therefore, be a let up in introducing banking system. In fact, for meeting emergencies, the previous system of treating

the Treasuries and Sub-Treasuries as non-banking should be reintroduced.

(e) There should be norms laid down for all the work done in the Treasury and the work measurement should accordingly be done.

Only that much of work load be assigned to an individual official, which can be finished in a day, for instance, the clerks concerned should be assigned such number of Treasury challans which can be processed and delivered back the same day. At present at Kanpur normally it takes about two to three days before this happens.

(f) Public contact with the officials of Treasury should be only at the counters which should be provided for all the officials. This would result in avoidance of confusion and would minimise chances of corruption.

(g) Specific service condition rules for the Treasury staff should immediately be finalised. The matter has been pending with the Government since long. The rules should lay down specific procedure of recruitment, training, promotion etc. within the existing framework of personnel management in the Collectorate.

(h) Periodical and surprise inspection of the Treasury staff should be done by the officers. At present, there is no such system in vogue.

(i) More avenues for promotion of the officials and officers of the Treasury should be provided. A large number of Treasury Head Clerks should be promoted as Assistant Treasury Officers and they should also be considered for appointment as Treasury Officers in a slightly larger percentage not exceeding 25. In a similar manner, the Treasury Officers should be considered eligible for appointment in the Secretariat in the Finance Department just as it happens in the case of Class I Accounts Officers and Senior Accounts Officers. Avenues should also be opened for the appointment of Treasury Officers and officials to such offices as Examiner, Local Fund Accounts and Public Sector Undertakings.

(j) The system of having Govt. treasurers on commission basis seems out-moded. It would be safer and cheaper to have a treasurer on a salary basis as in the erstwhile Tehri Garhwal State, now District Tehri Garhwal of U.P.

(k) The name "money tester" is a misnomer now. If the recommendation made in (j) is accepted, this functionary would also go or be merged and redesignated with the rest of the Treasury staff.

(l) We examined the tremendous pressure under which the Treasury works almost for

18 hours a day between March 21 and 31. This year, at Kanpur bills to the tune of about 13 crores were passed during this period. This is primarily due to receipt of late sanctions from Government or the Heads of Departments. Besides, causing considerable strain on the staff, the public, the Accountant General, and the Bank, this also enhances chances of undetected forgery or misappropriation. Firm directions should therefore issue that no sanctions whatsoever would issue after March 15 and bills not presented before March 25 at the Treasury, would not be entertained save in exceptional circumstances. (This is, of course, subject to the continuance of the present financial year from April 1 to March 31).

CHAPTER VII

C O N C L U S I O N

The K.K. Das Committee report, as implemented, has been the starting point for this study and throughout no changes have been suggested for the sake of one but only when it was found that the recommendations of the Das Committee have failed to attain the objective, have been found to be impracticable or otherwise inadequate in the present context.

7.02. Broadly speaking, the conclusions are based on the presuppositions:

(a) That while procedures are important in eliminating delays, the quality of men behind the counter and the convenience of the man in front of it is far more important than mere procedures.

(b) That while some of the economy in expenditure is necessary, it is about time that emphasis is also placed on increasing efficiency, responsiveness and honesty.

7.03. The main recommendations could be categorised under the following heads:

(a) Administrative.

(b) Structural.

(c) Managerial.

(d) Procedural.

(e) Miscellaneous.

7.04. The recommendations in regard to all the above categories have been made in detail in various chapters of this report. However, the main recommendations are herein being recapitulated.

7.05. Administrative:-

(a) Recruitment to the Collectorate service should be thrown open to the wider market and should not be confined to the nominees of the Employment Exchange only, under a system of central recruitment covering the Collectorate and all the other subordinate offices like Planning, Rationing, Supply, Civil Defence, Election etc.

(b) Intermediate should be made the basic educational qualification for entering into service in the Collectorate. Knowledge of type-writing and stenography should be made compulsory and the pay scales should be kept at par with their counterparts in the Secretariat.

(c) An opening for the promotion of the Treasury Head Clerk, Office Superintendent and Stenographer should be provided in the Secretariat, Board of Revenue or in the offices of the Examiner, Local Fund Accounts, Director of Treasury or in the public sector undertakings under the control of the State Government.

(d) A fixed percentage of executive jobs like those of Kanungo and Naib Tahsildar

should be kept reserved for recruitment from among the Collectorate officials.

(e) More avenues for promotion of the officers and officials of the Treasury should be provided such as promotion of Treasury Head Clerks as A.T.Os. and T.Os. in larger number and appointment of Treasury Officers in the Secretariat in the Finance Department, Class I Accounts Officer and Senior Accounts Officers etc.

(f) The age of retirement of Collectorate officials should be fixed as 58 unless there is something against them. The present system of examining character rolls of the officials with the intention of finding out whether they should continue in service after attaining the age of 55 years should be given up.

(g) Norms of work should be worked out for different officials with a view to determining existing requirements and future growth.

(h) Decentralisation of administrative and financial powers besides delegation of authority should be made so as to lighten the District Officer's burden. There should be readjustment and reallocation of duties between the Collector and the Additional Collector, Additional Collector and C.Os., and C.Os. and S.O./Sectional Heads. Reallocation of duties between officials should be on a rational

basis as suggested in the body of this report.

(i) Temporary posts and temporary hands should not be allowed to last beyond a fixed period, say three years. There should be a definite system of permanency of posts and confirmation against permanent posts.

7.06. Structural:-

(a) Collector's Camp Office should be completely re-organized and rationalized. A gazetted Personal Assistant to Collector should be appointed. He should be assisted by a Stenographer and a clerk.

(b) Inter-communication system should be introduced so as to link Collector's personal office with A.D.Ms., O.S., Enquiry Office and linking up of Enquiry Office with other important sections of the Collectorate.

(c) A teleprinter line should be installed in the Collector's Camp Office for use by all the State Departments.

(d) The system of treating employees of Treasury as a separate cadre should be given up and as before there should be an interchangeability of staff between Treasury and other staff of the Collectorate

(e) The Treasury staff should be divided into distinct categories with a

Treasury Head Clerk or Additional Treasury Head Clerk in exclusive supervisory charge. Similarly, the various sections should be allotted among the Senior Treasury Officer and the Additional Treasury Officers.

(f) The system of payment of civil pensions in cash should be adopted, with respect to payments even above Rs. 100/-. Military pensions should be disbursed through Post Offices as is being done in the Punjab.

(g) Non-Banking Sub-Treasuries at the Headquarter Tehsil of the district should be reintroduced.

(h) The system of having Govt. Treasurers on commission basis seems out-moded. It would be safer and cheaper to have a treasurer on a salary basis as in the erstwhile Tehri Garhwal State, now District Tehri Garhwal of U.P.

7.07. Managerial:-

(a) In-service-training for the new recruits should be introduced. A system of annual refresher course for the benefit of the old officials should also be adopted.

(b) Amongst other incentives, a scheme of giving advance increments to really competent officials as a reward should be initiated.

(c) Staff welfare activities including setting up of co-operative societies,

and scholarship to bright and meritorious sons and daughters of the Collectorate employees, maintenance of outdoor and indoor games and the setting up of a cheap decent canteen within the Collectorate campus should be taken up.

(d) The quality of the supervisory staff who come mainly from the State Services should be improved first, by making their service conditions, emoluments etc. at par with Central Services, so as to attract proper talent; and secondly, by grooming them up through a proper in-service training. The Officers' Training School should therefore be revived. These proposals should ensure the supply to the Collectorates of properly recruited and trained supervisory staff uninhibited by the old methods and brought up in a tradition of basically correct attitudes.

(e) Government should give adequate powers and facilities to the Collector to act as a local "ombudsman" to enquire into and take action against complaints of corruption and abuse of powers.

7.08. Procedural:-

(a) Introduction of one file system between various sections in the Collectorate, between Collectorate and Police Department, Collectorate and Planning

Department, Collectorate and other Development Departments with respect to matters in which final decision has to be taken by the Collector.

(b) The secretariat noting system should be adopted in the Collectorates as well. Similarly, in the Tahsils also regular filing system should be adopted.

(c) There should be more simplified system of disposal and despatch of letters, as discussed at length in paras 6.13 to 6.22 and also in the chart given as annexure 45.

(d) Devising of uniform pro formas for making various applications e.g. applications for fire arms, old age pension, loans, allotment of land, permits under the Guest Control Order, special permits for denatured spirit, exemption from Entertainment Tax etc.

(e) Liberal supply of non-saleable forms should be available with the Enquiry Office which should also be suitably re-organized in terms of amenities to public.

7.09. Miscellaneous:-

(a) Old and decrepit Collectorate premises should be given up as early as possible and in their place modern buildings with due provision for light, air and sanitation and temperature control should be put up. In case where this is not possible, old buildings should be renovated and extensively

repaired to make them office worthy. Counters should be provided to such of the officials who come in contact with the public. Every official should be provided at least with a table, a chair, an almirah and a rack. 50 percent of the income from Collectorate compounds should be spent on providing amenities to the members of the public and to beautify the premises.

(b) The Sadar library of the Collectorate should be remodelled and made up-to-date so that they should be able to fulfil the need for which they exist.

(c) The ban ~~on~~ purchasing English type-writers should be lifted and one English type-writer between two courts and one English type-writer per important section of the Collectorate should be provided. Ball point pens to the officials of the courts for making copies should be supplied.

ANNEXURE NO. 1 (Ref. Para 1.08)

THE WORKING OF DISTRICT COLLECTORATES

IN

UTTAR PRADESH

QUESTIONNAIRE

STUDY SPONSORED BY:-

THE INDIAN INSTITUTE

OF

PUBLIC ADMINISTRATION

Sample No.....

Name..... Age.....

Religion..... Caste.....

Academic Qualifications.....

Designation.....

Grade.....

Present emoluments (a) Pay B.....(b) D.A. B.....

(c) House allowance.....Total.....

Date of joining Collectorate.....

Date of working in present capacity.....

Previous experience

(a) assignments held during Collectorate service.

(b) assignments held elsewhere, if any.....

(c) Promotions earned during Collectorate service with years

(i)Year.....

(ii).....Year.....

(iii).....Year.....

1. Is the Section Incharge the only official held responsible toward the functions of the Section?
Yes/No.
2. If no, what is the manner in which responsibilities within the section are divided between different persons?
3. If yes, would you favour for greater efficiency and more speedy disposal of work, some system by which responsibilities may be shared between a few officials?
Yes/No.
4. If yes, can you make some suggestions?
5. What is the number of officials over which you exercise supervisory control?
Number.....
6. Under the present system do you exercise effective supervision over the officials in your charge? Yes/No.
7. Do you think that this number should be reduced for more effective supervision? Yes/No.
8. If yes, state the number.
Number.....
9. Are senior clerks (a) allotted original work only or (b) they do supervision of work of Junior Clerks also? (Please mark).
10. In the absence of supervision by senior clerks do Junior Clerks deal directly with the O.S.? Yes/No.
11. If yes, do you think O.S. can spare enough time to deal directly with the Junior Clerks? Yes/No.
12. If no, do you think Junior Clerks need no guidance and can do the work entrusted to them independently and efficiently? Yes/No.

13. If no, do you feel inclined to agree with the recommendation made by Dass Committee that "Under the O.S. should be a number of Senior Clerks who would each have Junior Clerks working under them? Yes/No.
14. If the above recommendation has been implemented what results have ensued? Improvement in discipline/Increase in out-turn of work per clerk/Improvement in quality of work/No significant change. (Please mark).
15. Do you think that your section functions at maximum possible efficiency? Yes/No.
16. If no, then is it due to absence or improper division of responsibilities/procedure/lack of coordination between your section and other sections with which you are brought in contact/Any other? (Please mark).
17. What procedure is followed to ensure free movement of papers by the supervisory staff (OGS).
18. What aspects of the existing procedure for despatch of business do you think, cause delay or inefficiency?
19. How best can they be corrected?
20. What factors are responsible for lack of intersectional coordination?
21. Would you, in this context, consider location of different sections a significant factor influencing the level and extent of coordination? Yes/No.

22. Can you make some suggestions to improve the degree of coordination?
 - 1.
 - 2.
 - 3.
 - 4.
 - 5.
23. Does your section come in direct contact with the public? Yes/No.
24. In what capacity does the public come to the section? Grievance/Request/Information/any other? (please mark)
25. What is the method followed in informing the public regarding action taken on their applications/petitions pertaining grievances/requests/information sought/any other?
26. Can your section deal with the demands of the public fully by itself/partially/or is only an intermediate link? (Please mark).
27. What is the nature of relationship with other sections/other offices/Departments?
28. Do you have to depend on other sections for their decisions? Yes/No/Sometimes?
29. Do you think that the public is satisfied with the functioning of your section? Very satisfied/satisfied/dissatisfied/very dissatisfied/Can't say? (Please strike off the irrelevant).
30. If dissatisfied, do you think it is because of the existing system of coordination between your section and others or because the internal functioning of your own section. (Please mark).
31. If public is dissatisfied by the functioning of your

Section what reasons other than coordination between different sections can you attribute it to? (Please enumerate).

- 1.
- 2.
- 3.
- 4.
- 5.

32. What incentives exist under the present set up to do efficient work? Confirmation/Job security/Promotion/Increments/Rewards-cash/transfer to what have come to be regarded as lucrative assignments/any other. (Please mark).

33. Pass Committee has favoured promotion by seniority in place of merit. Has it been implemented? Yes/No.

34. If yes, how has it affected efficiency?

35. What would be the effect if the age of retirement of persons having long record of efficient and meritorious service is extended or they are given re-employment?

36. Do you think that the present pay structure satisfies the Criterion of 'Pay according to work'? Yes/No.

37. What is the effect of existing incentives and pay structure on the morale?

38. What are the types of lapses? Delay/insubordination/bribery/embezzlement/any other. (Please mark).

39. Would you account such lapses to the inadequacy/of incentives/economic stress/lack of training/general decay in duty-consciousness? (Please mark).
40. What are the types of disciplinary proceedings instituted against the official who commits lapses or defaults?
41. What action do you/can you take against your subordinates? Would you make any suggestions?
42. Do you think that the punishment given is generally justified and correct? Yes/No.
42. If no, can you cite a case when punishment given was either too heavy or too mild?
44. What factors do you think influence the judgment? Bias of the disciplinary authority/outside interference and pressure.
45. Do you think that supervisory officers can play some role in improving the efficiency and building up the morale of employees? Yes/No.
46. If yes, how?
47. Do you consider the provision of the following as adequate? (a) Equipment (b) Stationery (lay out) (Please mark).

48. By what process were you recruited? Recommendation/
Competition. (Please mark).
49. Did you have prior training in Collectorate work? Yes/No.
50. Had you sought a job elsewhere before joining
Collectorate? Yes/No.
51. How would you rate your present job in comparison to
other jobs which you could have secured? High/Low.
(Please strike off which does not apply).
52. If low, in what respects?
- (i) General climate in the office.
 - (a) Attitude of Seniors.
 - (b) Attitude of Juniors.
 - (ii) Emoluments
 - (iii) Social respect accompanying the job.
 - (iv) Any other (Please mark).
53. What are the staff welfare facilities which exist in
the Collectorate? (Please mark) against those which
are in existence and also the year since when they are
in existence.
- (i) Cooperative Society for officials (Year.....)
 - (ii) Cooperative Housing Scheme (Year.....)
 - (iii) Medical facilities (Year.....)
 - (a) Consultation
 - (b) Dispensary
 - (c) Supply of medicine
 - (d) Visit of medical Officer at home in case of
serious illness.
 - (iv) Facilities for recreation (Year.....)
 - (a) Games & Sports
 - (b) Reading Room
 - (c) Tiffin Room

(v) Educational facilities (Year.....)

(vi) Any other

54. Do you look for some change in your career? Yes/No.

55. If yes, what are the reasons? Please enumerate.

1.

2.

3.

56. If no, is it because you are happy here? Yes/No.

57. What is the number of persons who left job in your Section during the last three years?

(a) Number of persons having left on their own accord.

Number.....

(b) Number of persons whose services were dispensed with on grounds of general non-suitability.

Number.....

(c) Number of persons whose services were dispensed with as a result of some disciplinary action.

Number.....

58. What is the number of registers maintained for recording incoming and outgoing papers?

Number.....

59. Does the number of registers maintained for recording incoming and outgoing papers indicate mistrust and kill initiative? Yes/No/Can't say.

60. Can the number of such registers be reduced? Yes/No/Can't say.

61. In this connection Dass Committee had recommended that "Index and file registers should be maintained in the English Record Room only. Despatch register should be maintained by the Despatcher who should work in the Nazarat. Index and File registers and Receipt and

Despatch registers of all kinds maintained elsewhere throughout the Collectorate, should be abolished." Has this recommendation been implemented? Yes/No/partially.
(Year of implementation.....)

62. If partially, in what respects has this recommendation not been implemented?

63. If no, what are the problems involved in the abolition of numerous receipt and Despatch registers of all kinds maintained throughout the Collectorate?

64. Do you think they help in fixing responsibility. Yes/No.
(Please enumerate other problems, if any)

1.

2.

3.

4.

65. Can you think of certain spheres in which Collector may delegate his work to his subordinates? Yes/No.

66. If yes, please indicate the spheres.

1.

2.

3.

4.

67. Do you think such delegation would encourage initiative and also ensure greater control of Collector? Yes/No.

68. What remedial measures would you suggest in case increased power of Collector's subordinate tends to be abused/
withdrawal of powers granted/action against the officer/
Any other. (Please mark).

68. Do you think personal contact between Collector and In-charge of offices and clerks can be effective as a preventive to abuse of powers? Yes/No/Can't say.
69. Do you think adequate arrangements for light/air cleanliness or temperature control exist in the offices? Yes/No.
70. Do you agree that the noise occasioned by the crowding of members of the public in the Collectorate offices causes less of efficiency? Yes/No.
71. Can this problem be solved/mitigated by setting up an Inquiry Office as suggested by Dass Committee? Yes/No/Partially.
72. If yes, what functions would you allot to the Inquiry Office.
73. What measures must be taken to ensure its smooth functioning? (Please enumerate).
- 1.
 - 2.
 - 3.
 - 4.
 - 5.
74. If an Inquiry office already exists what comments do you have to make regarding its role in checking noise in the offices and affording more convenience to members of the public? (Please also give the year of setting up of the Inquiry Office. (Year.....))
75. Are you satisfied with its functioning? Yes/No.
76. If no, what suggestions would you make to improve its

working?

- 1.
- 2.
- 3.
- 4.
- 5.

77. Have the local Bodies Clerk and Town Area Clerk been put under the Election Head Clerk? Yes/No.

78. Has J.R.K. been put under R.R.K. ? Yes/No.

79. Do periodical "drives" asked for by various departments disturb and dislocate the normal functioning of Collectorate? Yes/No.

80. In approximately how many "drives" the Collectorate is involved during one year?

Number.....

Approximate number of days lost.....

81. Are drives for solicitation of subscriptions launched? Yes/No.

82. Do you think that in addition to loss of working time these drives encourage vested interest and pressure groups? Yes/No.

83. Would you agree that these drives be abolished altogether? Yes/No. (Please specify the cases in which you would like to make exceptions).

- 1.
- 2.
- 3.
- 4.
- 5.

84. What is the number of returns submitted by your Section in a year?

85. Has the number of returns submitted by your Section been reduced in the light of Dass Committee Report. Yes/No.

86. If yes, what was the number of returns submitted by your Section earlier.

Number.....

87. Since when is the present procedure for the disposal of correspondence being followed? (Year.....)
(Please specify the year).

88. Is the system satisfactory from the point of view of speedy and efficient despatch of business? Yes/No.

89. If no, have you any suggestions to make?

- 1.
- 2.
- 3.
- 4.
- 5.

90. As recommended by Dass Committee has the three tray system-one tray each for 'In' 'Out' and 'pending' papers been introduced? Yes/No.

91. If yes, since when? (Year.....)

92. Has the almirah at the back of the officials been taken away? Yes/No.

93. If yes, since when (Year.....)

94. What has been the effect of the introduction of three tray system?

(i) Better despatch of business.

(ii) More effective control. (Please mark).

COPYING DEPARTMENT

95. What is the procedure followed if some one comes and asks for a copy of some document?
96. Dass Committee had suggested abolition of Copying Department and along with that placement of three Copyists under the Revenue Record Keeper, one under the Judicial Record Keeper, two under the A.D.M.(J) for Courts, some in Tahsil and one in reserve under the O.S.
97. Has this been done? Yes/No/Partly.
98. If partly, to which extent?
- 98(a) To avoid delay, would you approve that (if the above recommendation has been implemented) Record Keeper should be empowered to pass orders on copy applications and should hold back only a few difficult and doubtful cases for the sanction of O.S.? Yes/No.
99. To reduce pressure of work in regard to copying Dass Committee had recommended provision of
- (a) One Typewriter to each Court on which judgment could be typed and a copy thereof could be handed over to the accused. (Year.....)
- (b) Use of ball point pens for making two or three copies of statements-Copies of which could be given to the parties. (Year.....)
- Have these recommendations been implemented? Yes/No.
- (Please state the year of implementation and mark)
- against implemented recommendations.

RECORD ROOMS

100. Dass Committee had recommended abolition of Roznagcha maintaining that loose leaf file should be enough for tracing consigned files.

101. Has the recommendation been implemented? Yes/No.

(Year of implementation.....)

101. If yes, do you have any difficulty in tracing out a consigned file? Yes/No.

102. If yes, can you explain why these difficulties arise?

103. Is the consignment of files of cases I (to be kept for one year) done Thusavise as recommended by Dass Committee? Yes/No. (Year.....)

104. With the objective of reducing work in the Record Room Dass Committee had made following recommendations.

(a) Files relating to decisions in bye law cases in which petty fines are imposed should not be consigned at all and should be destroyed in the Court itself exception being made in cases relating to matters involving property rights such as encroachments or violation of building bye-laws. (Year.....)

If implemented, what has been the effect?

(b) Abolition of alphabetical register in which names of the accused are entered. A register should be kept only for cases to which section 75 I.P.C. is applicable. (Year.....)

(c) The manner of classifying files should be revised. Files should be maintained only under two classes. Class I should be consigned for five years and should include all cases in which the maximum

punishment is three years imprisonment or less, except cases to which section 75 IPC may apply. All the rest should be in class II to be kept for 20 years. (Year.....)

Which of the above recommendations have been implemented. (Please mark and state the year of implementation).

105. In regard to Revenue Record Room the recommendations of Dass Committee were:-

(a) Files should be sent in duplicate with form 56 to the Record Room, one to be retained in the Record Room and kept in a loose leaf file, and the other to be returned to the Court. (Year.....)

(b) Government should clearly prescribe categories of permanent and non-permanent files. Permanent files should be kept in steel filing drawers. For non-permanent files, each 'basta' should carry a slip giving the earliest year on which file contained in it has to be weeded. (Year.....)

Have these recommendations been implemented?

(Please mark and state the year of implementation).

106. If yes, what advantages have followed?

REVENUE ACCOUNTANT'S SECTION

R.A. II

107. To reduce the work of R.A. II, Dass Committee report made following recommendations:-

(1) The declaration of a candidate about his domicile should be taken as correct by the appointing or

examining authority. (Year.....)

(ii) Political sufferers certificate may be allowed to be issued by Jails. Only cases which they feel inclined to reject may be referred to the Collector. (Year.....)

(iii) RA II should be relieved of the responsibility of seeing to the compliance of Inspection notes.

(Year.....)

(iv) Verification of the Civil List should be done by the Appointment (A) Department of the Secretariat without reference to the Collector.

(Year.....)

Have these been implemented? (Please mark)

Please give also the year of implementation against the above queries.

R.A. III

108. To reduce the work of R.A. III, Dasa Committee made following recommendations:-

(i) Routine character verification by the Collector or S.P. should be abolished. (Year.....)

(ii) Superior Courts should not use this officer as a channel for the receipt and forwarding of files and summonses meant for other Courts. (Year.....)

Have these been implemented? (Please mark)

Please also give the year of implementation against the above queries.

EXCISE CLERK

109. To reduce the work of Excise Clerk Dasa Committee had recommended that:-

(i) Registers for (a) rewards granted (b) out of pocket expenses and (c) rewards gained by each person should be abolished. (Year.....)

(ii) Defects book maintained by him should be abolished.
(Year.....)

(iii) Order sheet for each recovery file maintained by him should be abolished. (Year.....)

(iv) Applications from licensees should not go to the Excise Clerk but to the Excise Inspector.
(Year.....)

Have these recommendations been implemented? If so, (Please mark against each recommendations implemented and also state the year of implementation.)

110. If in some of the above cases the old system has been revived, what were the reasons for doing so? (Please reply itemwise)

Item (i)

Item (ii)

Item (iii)

Item (iv)

Item (v)

110(a) To increase their out-turn and avoid piling up Dass Committee recommended provision of an adding machine. it Has/been procured? Yes/No. (Year.....)

If yes, please give the year when it was procured.

SUITS CLERK

111. In order to simplify the procedure and facilitate the work of Suits Clerk and ensure quick handling of notices, Dass Committee recommended the following:-

(i) Notice once received should be sent to Suits Clerk without indexing who should himself check up whether the suit is in order and should send it on to the Department concerned for a narrative (without

bringing in DGC at this stage) Year.....

(ii) Department concerned should then send the narrative to the DGC through the Clerk who has dealt with the suit notices so that correspondence between DGC and the department concerned is avoided and any queries which DGC wants to make may be responded to by the Clerk. (Year.....)

(iii) DGC will send the opinion to the D.M. and return the records to the Clerk. D.M. can then take the proceedings in his charge. (Year.....) Has this procedure been adopted? Yes/No. Please give the year when the above procedure was introduced.

112. If the above procedure has not been so far introduced. What is the procedure which is in practice? Please enumerate all steps.

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.

J.A. II

113. Recommending abolition of J.A.II's post in the Collectorate, Dass Committee has made following proposals:-

(i) Assessment of damage to person and property

out of accidents in which Government vehicles are involved should be done by some Officer of the Transport Department (who should be a member of the P.C.S.) specially trained for the purpose. (Year.....)

(ii) Service of notices and notifications under the Industrial Disputes Act should be sent direct to the Tahsildar and not through the D.M.

(Year.....)

(iii) Labour awards which are sent to the D.M. need not be indexed. (Year.....)

(iv) Reports from the Jails about prisoners who are to be released on probation should be sent to D.M. through S.P. and not through D.M. to S.P.

(Year.....)

(a) Has the post of J.A II been abolished? Yes/No.

(b) If abolished, please give the year of abolition of the post. (Year.....)

(c) Have above proposals (i to v) been implemented?

Yes/No. (Please mark against implemented.

Also please indicate the year of implementation against the above queries.)

J.A. III

114. In the interest of expediting work and saving time of J.A. III, Dass Committee had made following recommendations:-

(i) The District Board should send a clerk in the Collectorate at least once a week for personal discussion with J.A. III, correspondence should be avoided. (Year.....)

(ii) Routine correspondence between Local Bodies

and the Commissioner need not go through the Collectorate.

- (iii) Social Welfare Department should collect information regarding poor houses, widows homes etc. through Social Welfare Officers, if any or through Honorary workers. (Year.....)

Have these recommendations been implemented?

(Please mark against implemented. Also please indicate the year of implementation against each implemented proposal.)

J.A. IV

115. With the objective of reducing work of J.A. IV,

Dass Committee had suggested that:-

- (i) Superior Courts should send files, requisitions and notices direct to the Court concerned instead of through D.M. and (Year.....)
- (ii) Licences to Ekkas and Tongas may be issued by Town Areas, Notified Areas or District Boards.

Have the above suggestions been implemented?

(Please mark against implemented. If implemented give also the year of implementation against each item).

116. For simplifying and reducing the work connected with the Arms licences, Dass Committee had made following recommendations:-

- (i) Creation of central register for arms for transferable Government servants under Board of Revenue (Year.....)
- (ii) Except for revolvers, pistols and automatic weapons inspection of arms at the time of renewal should be abolished. The S.D.Os and

Police

Gazetted/Officers may inspect the arms of the licensees while they are on tour. (Year.....)

If implemented partially, to what extent?

- (iii) S.D.Ms should renew the licences and forward the applications to the Arms Clerk for making necessary entries. (Year.....)
- (iv) Renewal fees should be paid by stamps. (Year.....)
- (v) Renewal for three years should be recommended to the licensees. (Year.....)
- (vi) Renewal by post may be tried. (Year.....)
- (vii) Renewal year of the licensee should run from the date of grant of licence. (Year.....)
- (viii) Limitation on the use of ammunition by licensees should be withdrawn. (Year.....)

Have the above recommendations been implemented?

(Please mark ☐ against those which have been implemented. Also please mention the year of implementation.

PASSPORT CLERK

117. By what stages an application from a Pakistani National requesting an extension of stay in India has to pass?

- 1.
- 2.
- 3.
- 4.
- 5.

118. Does an applicant fill (a) a treasury challan
(b) affixes only a postal stamp of one rupee
(c) sends M.O.? (Please mark ☐ against the practice in vogue.

119. Do the applicants with their applications for extension of stay in India go directly to the A.D.M. who after issuing grant orders, stamps the passport, signs it and delivers it across the table to the party and sends the application forms to the Passport Clerk for purposes of record? Yes/No. (Year.....) (Please also give the year of implementation.)
120. In case of international passports, Dass Committee had suggested that a specimen of the guarantee form to be furnished by the applicants be attached with the application form along with other instructions. Has this suggestion been implemented? Yes/No. (Year.....) (Please also give the year of implementation.)

NAZIR

121. For reducing the work load of Nazir, Dass Committee had made following recommendations:-
- (i) One peon may be entrusted with the work receiving Nazir's advance from the Bank or the work should be done through the Treasury. (Year.....)
 - (ii) His permanent advance should be raised from Rs. 700/- to Rs. 3000/- (Year.....)
 - (iii) The diet money for prosecution witnesses in police cases may be kept by the Police Accountant. (Year.....)
- Have the above proposals been implemented?
- (Please mark against those which have been implemented mentioning also the year of implementation.)

NAIB NAZIR

122. To cut down Naib Nazir's work, Dass Committee had made following recommendations:-

- (i) Work relating to Register No. 11 dealing with the sale of and forfeited property may be reduced, if items below Rs.50/- in a case were disposed of by Courts in any manner they thought fit. (Year.....)
- (ii) Work relating to Register No. IV-B could be reduced if the permanent advance of Nazir was raised to Rs.3000/- (Year.....)
- (iii) He should be relieved of work relating to register No. V Fines may be paid through treasury challan and not in cash. If fines are obtained in cash, the Court Clerk should ... deposit the amount with the Government Treasurer whose responsibility it should be to deposit the amount in the Bank. (Year.....)
- (iv) He need not maintain service books, increment certificates, leave titles, pension cases of peons on behalf of the Tahsil. (Year.....)
- (v) All despatch work should be put under the Nazarat (Year.....)
- (vi) O.S., S.K. and C.R.A. should have a peon each and the rest of them should be pooled under Nazarat. (Year.....)
- (vii) A provision for electric bells with an indicator board be made for each section, having a peon. (Year.....)

Which of the above recommendations have been implemented? (Please mark against those which have been implemented and also indicate the year of implementation.)

ELECTION OFFICE

123. What is the procedure followed at present to attend to the queries made by individuals desiring to know if their names have been entered in the roll?

124. Has the recommendation of the Dass Committee to attend to such queries through reply paid post cards been put into practice? Yes/No.
(Year.....)

125. If yes, has it resulted in (a) reduction of work and (b) accuracy of the rolls (Please mark)

Please give the year since this practice has been introduced against No. 124.

GENERAL CLERK

126. Dass Committee made following recommendations to cut down the work of General Clerk:-

- (i) The casual leave register need not be put up to the O.S. (Year.....)
- (ii) Casual leave applications should be destroyed after entries are made in the register. (Year.....)
- (iii) To avoid confusion, he should maintain a personal file of each clerk for which he should be provided with steel filing drawers. (Year.....)

Which of the above recommendations have been

implemented? (Please mark against those which have been implemented and also give the year of implementation.)

127. How many personal files would this Clerk be called upon to maintain, if recommendation no. (iii) was implemented?

Number

COLLECTOR'S PERSONAL OFFICE

128. What is the number of officials working in Collector's personal office?

Number.....

129. What is the nature of work handled by Collector's personal Office? Please enumerate.

1.

2.

3.

4.

130. Please state the number of callers which the Collector on an average has to meet everyday?

Number.....

131. What are the various problems for which the callers meet the Collector? Please enumerate.

1.

2.

132. Does Collector also deal with official and non-official bodies? Yes/No.

133. If yes, please mention such bodies with whom Collector comes frequently in contact.

1.

2.

3.

4.

134. What is the nature of Collector's dealing with these bodies?

- 1.
- 2.
- 3.
- 4.

135. Do such dealings foster cordial relations between the District Administration and general public/inspire mutual confidence/facilitate administration/result in public good/oblivate or mitigate problems.

(Please mark)

136. How much time on an average has the Collector to set aside everyday for such dealing-individuals and bodies?

137. Collector has to convene a number of meetings of District Officers and from other bodies time to time.

Please give a list of such meetings that are held every month and also indicate the nature of business transacted.

<u>Name of Committee</u>	<u>Nature of business transacted</u>
1.	
2.	
3.	
4.	
5.	

138. How much time of the Collector is consumed in such meetings. Please specify the number of working days in a month occupied in this work.
Number of days per month.....

139. Do you think that the staff working in Collector's personal office is adequate to cope with the amount of work handled by it? Yes/No.

140. If no, what are your suggestions?

1.

2.

141. In connection with Collector's Stenographers duties, Dass Committee recommended abolition of all registers maintained by him except one for correspondence which is passed by the stenographer. (Year.....)

Has this recommendation been implemented? Yes/No.

If yes, please give the year of implementation.

142. Is the above mentioned register used as a stamp register also? Yes/No.

COURTS

143. Following recommendations were made by Dass Committee to increase the out-turn of Courts:-

(1) Reader ought to know shorthand for which he should get an extra allowance of Rs. 25/-.
(Year.....)

If implemented but subsequently abolished, what were the reasons for doing so? (Please enumerate and also state the year of abolition.)

(Year.....)

1.

2.

3.

4.

5.

(ii) A typewriter should be provided ~~the~~ to each Court. (Year.....)

(iii) The practice of fixing standards for the out-turn of Magistrates should be abolished. Their out-turn should be checked with the help of Pandaraoza. (Year.....)

Which of the above recommendations have been implemented? (Please mark against those which have been implemented and also mention the year of implementation against each one of them.)

144. To cut down the work in Courts, Dass Committee made following recommendations:-

- (i) Abolition of Register No. IV (Form 14) of miscellaneous papers. (Year.....)
- (ii) Abolition of Register of files sent for copies (Year.....)
- (iii) Abolition of register of cases committed to Sessions. (Year.....)
- (iv) Abolition of register of processes. (Year.....)
- (v) Abolition of register of bails granted in non-bailable offences. (Year.....)
- (vi) Sureties in unimportant cases should be verified by Vakils. (Year.....)
- (vii) Government should send for only annual returns from the Magistrates. (Year.....)
- (viii) The system of double record should if it exists, done away with. (Year.....)
- (ix) Staff of Honorary Courts should be made permanent. (Year.....)
- (x) Commissioners of Oaths be appointed. (Year....)

Which of the above recommendations have been implemented? (Please mark against those which have been implemented and mention the year of implementation against each recommendation.)

INSPECTIONS

145. Dass Committee had suggested that questionnaire method of carrying on inspections should be done away with and emphasized the need of freedom for the Inspecting Officer to use his judgment and initiative. (Year.....)

Has the above recommendation been carried out?
Yes/No. If yes, give the year when it was put in force.

146. Does the Collector issue special instructions to the Inspector of Offices about the matters which he particularly wants to be looked into?
Yes/No.

147. If yes, since when this practice is being followed? (Year.....)

148. Dass Committee had recommended that accounts parties should not visit Collectorate for more than two times a year except for special reasons.
(Year.....)

Has this been enforced. Yes/No. (Please specify the year of implementation.)

149. Has a roster been prescribed by the D.M. to serve as a basis for the inspections made by O.S. and Senior Clerks? Yes/No.

Since when? Please specify the year. (Year.....)

150. Does O.S. take round of offices daily? Yes/No.

151. Do the O.Gs make regular/casual/surprise inspection.

(Please mark)

152. What is the effect produced by such inspections?

Please enumerate.

1.

2.

3.

4.

5.

153. How is compliance of inspection notes pursued?

TREASURY

154. There are two types of persons who make payments to the Government. One at regular intervals, e.g. Sales Tax, Entertainment Tax, Excise duties, etc. and the other one required to make payments only at odd intervals, such as payment of fees to the public service commission. What is the procedure followed in regard to.

(a) Regular Depositors (Please enumerate steps)

(b) Casual Depositors (Please enumerate steps)

Since when has the above practices been followed?

(Year.....)

Do you deem the system as satisfactory? Yes/No.

If no, in what respects?

Can you suggest any improvements?

- 1.
- 2.
- 3.
- 4.
- 5.

155. What is the procedure followed in regard to the payments made by the various Government Departments?
(Please enumerate steps)

- 1.
- 2.
- 3.

If this system satisfactory? Yes/No.

If no, can you make any suggestions to improve it?

156. 1.
- 2.
 - 3.
 - 4.
 - 5.

156. Have the bill forms been simplified and made uniform as recommended by Dass Committee? Yes/No.

If yes, has it affected improvement in the despatch of business? Yes/No.

157. How many Departments have adopted system of payment by cheques?

158. Would you recommend for its adoption more extensively and for all the departments? Yes/No.

If no, what are your reasons?

- 1.
- 2.
- 3.
- 4.
- 5.

159. Since when Treasury Head Clerk has been raised to the post of Assistant Treasury Officer in your Treasury? (Year.....)

160. Has this in any way affected the efficient performance of the duties of the Treasury Head Clerk? Yes/No.

If yes, what remedies do you suggest?

1.

2.

3.

4.

5.

161. Are the pay bills of Collectorate staff split up Tahsilwise? Yes/No.

162. Is the pay of Tahsil staff disbursed on the first of every month? Yes/No.

If yes, since when this is being done? (Year.....)

163. Do Pensioners collect their pensions from the Treasury even in such towns where a disbursing office of their Department exists? Yes/No.

If no, since when has this practise been adopted? (Year.....)

164. Has the limit to payment of pension by M.O. been raised from Rs.50/- per month to Rs.100/- per month? Yes/No.

165. If yes, since when?(Year.....)

166. If yes, has it facilitated investigation of claims for arrear of pension? Yes/No.

167. Has the disbursers half been redesigned to contain all the information without recourse to loose slips of paper and are they put together tightly

between stiff boards? Yes/No.

168. If yes, do the disbursers' half of the pension payment order and the Check Register for Military pensions have enough blank spaces to suffice for fifteen years? Yes/No.

169. Have the changes recommended by Dass Committee in the procedure for the payment of pension resulted in the reduction of number of clerks dealing with pension payments? Yes/No.

170. If you have any suggestions to make regarding the procedure for the payment of pension. Please enumerate?

1.

2.

3.

4.

5.

171. Has the Finance Department cut down the number of detailed heads to the minimum necessary for efficient budgeting? Yes/No.

172. What is the number of detailed heads in existence now? Number.....

173. Was ever any attempt made in your Treasury toward the mechanization of treasury accounts? Yes/No.

174. Are you in favour of mechanization of treasury accounts? Yes/No.

175. In any case, would you give arguments in support of your views?

1.

2.

3.

4.

5

176. Are receipt books for Land Revenue and Canal dues kept in the Treasury Strong Room? Yes/No.
177. Is the interest on Government bonds and deposits paid by the State Bank of India without the intervention of the Treasury? Yes/No.
178. Is the Treasury dak despatched by the Treasury itself? Yes/No.
179. Have the number of Treasury forms been reduced? Yes/No.
180. What is the number of Treasury forms now in use?
Number.....
181. Does the Senior Treasury Officer of Kanpur get any special pay? Yes/No.
If yes, please specify the amount Rs.....
182. Are the claims of the members of the U.P. Finance and Accounts Service given due consideration at the time of appointment to appropriate points in the Finance Department? Yes/No.
183. Is the ministerial staff in the Treasury borne on the Revenue cadre of the Collectorate? Yes/No.
184. Who exercises control and supervision over the Treasury staff?
185. What is the control exercised by the Collector over the ministerial staff in Treasury?
186. What is the pay scale of a Bill Passing Clerk?
187. What is the mode of determining the exact number of bill passing clerks necessary in the Treasury?
188. Have detailed rules regulating the conditions of service of the Treasury Ministerial staff been framed Yes/No.

189. If yes, are they satisfactory? Yes/No.

190. If not satisfactory/if not framed? Have you any suggestions to make?

1.

2.

3.

4.

5.

191. What percentage has been fixed for promotion of Treasury Head Clerks and Office Superintendents to certain number of posts of Treasury Officer in the cadre of U.P. Finance and Accounts Service?

Percentage.....

192. What are the shortcomings in the functioning of Treasury causing public annoyance and inconvenience? Please enumerate:-

1.

2.

3.

4.

5.

193. What remedies would you suggest for ensuring public Satisfaction and convenience and more efficient functioning of the Treasury?

1.

2.

3.

4.

5.

WORKING OF DISTRICT COLLECTORATES

IN

UTTAR

PRADESH

SCHEDULE FOR INTERVIEW WITH OFFICIALS AND OFFICERS

OF

COLLECTORATE

SAMPLE NO.....

NAME..... SECTION/OFFICE

DESIGNATION.....DATE OF INTERVIEW

-
1. Do you think, for the sake of efficiency and better administration, the pattern of Collectorate and its functioning need some change.
 2. If yes, what changes would you suggest?
 3. What functions are performed by your Section?
 4. What are your specific duties?
 5. What is the staffing pattern of your Section/Office?
 6. What are the duties performed by each one of the officials of your Section? (Please give their names, length of service grade and emolument, their length of service in Collectorate and the period during which they have been holding their present charge.
 7. Please describe the existing procedure followed in your section step by step.
 8. What is the approximate number of letters that are handled by each individual employee of your section in one single day?
 9. What is the average time taken in disposing off one letter i.e. the time taken from the date of receipt of the letter in the Section till final action is taken?

DUTIES OF OFFICE SUPERINTENDENT IN LUCKNOW COLLECTORATE

1. General control and supervision of the main office and Record Rooms of the District Office (Para 1091)* of Revenue Manual.)
2. Make surprise visit to the various offices and Record Rooms and question the presence of all strangers found in them or loitering near about. To question the presence on the Clerk's table or on the floor or shelves of files which have not been out and not going out on requisition (Para 1094 of Revenue Manual)
3. Close supervision over the Copying Section and disposal of complaints of abnormal delay in the supply of copies (Para 1095 of Revenue Manual)
4. Close supervision over the work of Nazir's and their assistants and special attention to the punctual disposal of daks (Para 1097 of Revenue Manual)
5. Maintenance of discipline and the smooth efficient and economical working of his charge (Para 1098 of Revenue Manual)
6. Submission of proposal for promotions and for filling up of leave vacancies and the like and maintenance of character rolls of all officials (Para 1099-A Rgv, Manual)
7. Checking of the office copies of establishment pay bills by comparison with the entries in the establishment order book (Para 1099-A of Revenue Manual)
8. Periodical inspection of the work of each clerk in the Collectorate with such frequency as the District Officer having regard to the pressure of working the office, may from time to time prescribed. (Para 1110 of Revenue Manual)
9. Dealing with important and complicated cases and guiding in other cases to his assistants and giving freely his

advice when they are in doubt (Para 1110 of Revenue Manual)

10. Examination of the register and accounts of saleable forms at least once in three months and satisfy himself that the balance of forms in hand corresponds with the entries made in the Stock Register (Para 1129 of Revenue Manual)
11. Order the issue of forms and stationery to the officials of the Collectorate (Para 90(4) of the Printing & Stationery Manual)
12. Verification at the end of every month with reference to contingent register and inventories of articles received from other office (if any) that all purchases made and articles received from other offices during the month have been duly recorded in the stock book (Para 801 rule 6(2) of the Manual of Government Orders.
13. To give necessary direction to the Land Records Clerk during the absence of the L.R.O. and Sadar Kanungo and make such inspections of the Sadar Kanunges' Office as the Collector may direct him to do from time to time.
(Para 523-B of Land Records Manual)

ANNEXURE 3 (Ref. Para 2.17)DUTIES OF GENERAL CLERK

1. Maintenance of Order book.
2. Maintenance of Guard files.
3. Gradation list of officials.
4. Office arrangements (except Land Records, Collection, Tahsildars and Naib Tahsildars).
5. Maintenance of reshuffling register of permanent officials.
6. Maintenance of personal files.
7. Maintenance of reshuffling register of temporary officials.
8. Maintenance of files and correspondence regarding establishment.
9. Maintenance of delinquency register.
10. Maintenance of register of paid apprentices and lists of approved candidates.
11. Maintenance of attendance register.
12. Preparation of statement relating to the inspection of higher authorities viz. Commissioner and Board of Revenue etc.
13. Any other work entrusted by O.S.

ANNEXURE NO. 9 (Ref. Para 2.18)DISTRIBUTION OF WORK AMONG THE MINISTERIAL STAFF.REVENUE SECTIONREVENUE ASSISTANT

1. Preparation of pension papers of all ministerial officials and Gazetted Officers and correspondence thereto.
2. Correspondence relating to pension cases of inferior Government servants.
3. Correspondence relating to Tahsildars and Naib Tahsildars (Leave, posting and transfer etc.)
4. Annual remarks in the character rolls of Naib Tahsildars.
5. Correspondence relating to extension of temporary official of the Combined Office.
6. Correspondence relating to the Government Treasurer and verification of security.
7. Compilation of Annual Revenue Administration Report.
8. Correspondence relating to Benevolent Trust (notices under section 92 C.P.C.)
9. Correspondence relating to leave, posting, transfer and touring of Gazetted Officers.
10. Correspondence relating to camping grounds.
11. Correspondence relating to advances for purchase of cars etc. to Deputy Collectors.
12. List of Holidays.
13. Distribution of work.
14. Periodical return submission of.
15. Supervision over the work of assistants in his section and inspection of the work of each assistant according to roster prescribed.

ASSISTANT TO REVENUE ASSISTANT I

1. Renewal of Revenue Agents Certificates and maintenance of its register.
2. Maintenance of catalogue of notices u/s 80 C.P.C. Civil Suits and miscellaneous Writs.
3. Maintenance of Typewriters and maintenance of register and all correspondence relating thereto.
4. Issue of domicile certificate.
5. Summons received from the Commissioner's Court for D.G.C. (Revenue).
6. Summons received from the Courts of S.D.Os for D.G.C. (Revenue).
7. Bills of D.G.C. (Civil) submitted by him relating to Civil suits and appeals.
8. Verification of character and antecedents of persons recruited for Government service.
9. Verification of financial status and issue of certificates.
10. Maintenance of Guard files.
11. Other miscellaneous work.

ASSISTANT TO REVENUE ASSISTANT II

1. Disposal of processes received from other districts for service and return thereof after execution.
2. Securities of officials handling Government money.
3. Files relating to Treasure Trove.
4. Register of Hotels, Sarain and Dharamshalas.
5. Preparation of Annual Revenue statements.
6. Consignment of closed files.
7. Preparation of consolidated list of returns for whole district.
8. Pauper enquiries.

9. Recovery of Court fee in paper suits and decrees.
10. Institution of cases-maintenance of register.
11. Clerical work of District Maj Committee.
12. Winter tour statements for the financial year.
13. Work relating to Old Age Pension.

ASSISTANT TO REVENUE ASSISTANT III

1. Type work of Revenue Assistant.
2. Compliance of inspection notes recorded by local
or
authorities and high/authorities.
3. Maintenance of roster of inspections.
4. Work relating to Political pensions and Political
sufferers certificates.

BILL CLERK

1. Preparation of monthly bills of revenue establishment.
2. Completion of service books of revenue establishment.
3. Submission of Budget Estimates under various heads.
4. Preparation of advances, final payment bills of
officials and officers (G.P.F. or G.P.F.)
5. Dealing with the correspondence of the A.G. U.P.,
objections by higher authorities and objections in
pension cases.
6. Maintenance of G.P.F. Account.
7. Submission of A.E.R.
8. Dealing with the deductions of society dues.
9. Preparation of arrear and supplementary bills.
10. To report title on the leave application.
11. Preparation of I/Tax calculation of Gazetted Officers.
12. Supervision of the work of A.B.C. in general.
13. To attend audit party in removing the objections pointed
out by them on the spot.
14. Any other work entrusted by the O.S. or officers.

1. Preparation of monthly bills of miscellaneous establishment.
2. Preparation of monthly bills of Gazetted Officers.
3. Preparation of annual list of officials attaining 58 years of age.
4. Submission of all statements of the branch.
5. Maintenance of service rolls of temporary establishment.
6. Consignment of closed files.
7. To help the Bill Clerk in disposal of objections.
8. Any other work entrusted by B.C. or O.S.

EXCISE CLERK

1. Auction arrangement of country spirit, bhang and tari shops in the district.
2. Preparation of Bid sheets and auction register at the time of Excise Annual auction.
3. Preparation of reports and statements for submission to the Excise Commissioner, U.P. Allahabad after the annual auction.
4. Maintenance of register of Foreign Liquor licences.
5. Renewal of foreign liquor licences and realization of advance money from them.
6. Checking of the excise demand and collections, registers and issue of reminders to Tahsildars and Excise Inspectors.
7. Preparation of the list of all the licences of the district for each Tahsil and Excise Inspectors.
8. Preparation of annual appendices and report for submission to the Excise Commissioner.
9. Despatch of quarterly excise statements prepared by the assistants.

10. Despatch of confiscated opium to Ghazipur. 197
11. Preparation of quarterly crime and consumption statements.
12. Maintenance of register of reward and contingency grants sanctioned by the Excise Commissioner.
13. Disposal of reward and expenses applications submitted by the Excise Inspector and police staff.
14. Correspondence regarding demand for additional grant and submission of reward and expenses applications to the Excise Commissioner if amount exceeds Rs.100/-.
15. Preparation of the compliance report of the inspection notes made by the officers.
16. Renewal of L-1, L-2 Dangerous Drugs licences, F.L. 16, F.L. 17, PG 1 PH LL licence I and all other excise miscellaneous licences of the district.
17. Maintenance of register of prohibition grant and disposal of its expenses applications.
18. Renewal of Opium X 0.4 and 0.5 licences.
19. Passing of all Treasury challans of all kinds of Excise receipts and duty etc.
20. Preparation of all excise licences.
21. Delivery of all kinds of licences and permits to respective licensees.
22. All correspondence and reports of Excise Section.
23. All peshi work to the officers of the district.
24. To see all the dak of excise section and endorse orders thereon.
25. General supervision of the work of his assistants.

ASSISTANT EXCISE CLERK.

1. Maintenance of all the registers of charge sheets and their despatch to Court concerned.
2. Maintenance of the register of Excise receipts and its monthly verification from the Treasury.
3. Maintenance of Guard files.
4. Realization of composition money from the licensees in breach cases.
5. Issue of notices to Excise licensees in excise breach cases.
6. Preparation of import and export permits of foreign liquor.
7. Preparation of import and export permits of dangerous drugs.
8. Preparation of F.L. 18 permits.
9. Preparation of P.H. 4 & P.H. 5 permits.
10. Preparation of excise monthly expenditure statement.
11. Submission of monthly Dangerous Drugs statement.
12. Preparation of monthly statement of cotton case.
13. Preparation of fortnightly, quarterly and annual statements of medicinal and toilet preparations.
14. All typing work of excise section.
15. Consignment of decided files.
16. Any other work of Excise section assigned by the Excise clerk.

PETROL CLERK

1. Maintenance of petrol H.S.D. and L.D.O. register and its posting.
2. Passing of the Treasury challans of petrol dues etc.
3. Renewal of petrol, H.S.D. and L.D.O. registers certificates.

4. Renewal of Carbide and Kerosene Oil licences.
5. Corresponding^{ance} regarding issue of the objection certificates.
6. To receive and despatch of all dak of Excise Section.
7. Posting of Treasury challans in the excise demand and collection registers.
8. Preparation of quarterly excise receipt statement.
9. Consignment of decided files in respect of petrol correspondence.
10. Compliance of petrol branch of cases and realization of composition money from the licensees.
11. Preparation of vouchers of reward and expences application.
12. Maintenance of cost price of liquor and drugs.
13. Preparation of vouchers of payment of cost price of liquor and drugs.
14. Any other work assigned by the Excise Clerk.

NAZUL CLERK

1. Correspondence relating to renewal of leases.
2. Correspondence relating to the mutation of names of persons who purchase the lease rights.
3. Correspondence relating to the grant of new lease deeds.
4. Miscellaneous enquiries relating to the Nazul land.
5. Verification of Nazul properties annually with the Nagar Mahapalika records, Zila Parishad and P.W.D.
6. To contact D.G.C. (Civil) for opinion in certain cases.
7. To contact the Nagar Mahapalika and Zila Parishad for expedition and references.
8. Maintenance of Guard files.
9. Correspondence regarding collection of $\frac{1}{4}$ share of the Government from the Nagar Mahapalika and Zila Parishad.

10. Correspondence relating to the grant of permission for division Nazul properties among the leasees.
11. Correspondence relating to the new construction over the Nazul land.
12. Consignment of closed files.
13. Maintenance of files register.
14. Correspondence regarding removal of objection detected during the quinquennial checking of Nazul property.
15. Any other work entrusted by the O.C. Nazul or O.S.

STAMP CLERK

1. Maintenance of registers of daily receipts and charges.
2. Maintenance of Misilband register.
3. Dealing with impuded cases under the Stamp Act and issuing notices to the parties.
4. Dealing with adjudication of stamp cases.
5. Dealing with refund applications under Stamp Act.
6. Maintenance of register of Stamp Vendors, appointment and renewal.
7. Maintenance of register of probate cases.
8. Maintenance of register of inspection notes and its compliance.
9. Maintenance of register of inspections done by the stamp Officer of the Record Room.
10. Maintenance of Stamp Officers Note Book.
11. Maintenance of register of periodical returns, and their submission.
12. Maintenance of register of Demand and collection and issuing recovery slips of the cases done by A.D.M. I/C Stamp, Inspector of Stamps and Registrar and Special Stamp Officer and dealing with the cases of other district

13. Preparation of budget.
14. Consignment of files.
15. Miscellaneous correspondence regarding evasion of Stamp Duty.
16. Passing of indent of stamp prepared by the T.O.
17. Checking of commission on the indents of Stamp Vendors
18. Other work entrusted by the Stamp Officer.

XX

STAFFING PATTERN OF REVENUE ASSISTANT'S SECTION AT KANPUR.

REVENUE ASSISTANT						
ARA I	ARA II	ARA III (Typist)	BILL CLERK	Excise Clerk	Stamp Clerk	NAZUL CLERK
			Asstt. Bill Clerk			
				Asstt. Excise Clerk		
				Petrol Clerk		

AT LUCKNOW

REVENUE ASSISTANT							
RA II	RA III	BILL CLERK	Stamp Clerk	Land Acquisition Clerk and his two assistants	Excise Clerk	Petrol Clerk	Sale clerk
		Addl. Bill Clerk					

AT UNNAO

REVENUE ASSISTANT			
BILL CLERK	ASSTT. BILL CLERK	LAND ACQUISITION CLERK	TYPIST

DISTRIBUTION OF WORK AMONG THE OFFICIALS OF JUDICIAL ASSISTANT'S SECTIONJUDICIAL ASSISTANT

1. Correspondence of important nature of the General Administration Department.
2. Mercy petitions.
3. Classification of prisoners.
4. Appointment and renewal of Honorary Magistrates.
5. Appointment and renewal of D.G.C. and A.D.G.C.s and Panel Lawyers etc. of Criminal side.
6. Government Appeals.
7. Correspondence regarding enquiries under para 500 of the Police Regulations.
8. Prosecution of cases for violation of Press Act.
9. Work relating to State Guests, other than payment matter.
10. Wild animal.
11. Correspondence regarding cases under D.I.R. at district level.
12. Assembly questions concerningⁿ Judicial matters.
13. Quarterly inspection of the work of AJA I, AJA II, A.D. Clerk and L.D.C.
14. Bills of D.G.C. (Criminal) and his assistants.
15. Release of convicts on parole.
16. Change of names petitions.
17. Correspondence in regard to departmental action against Village Chaukidars.
18. Petitions regarding permission of Advocate General to file suits under paras 336 to 339 of the R.Manual.
19. Correspondence regarding cases under P.D.Act.

20. Correspondence regarding prosecution or withdrawal of cases of Judicial side.
21. Defence of Police Officers.
22. Financial assistance.
23. Reward to public in combating dacoity.
24. Grants in aid in educational matter.
25. International Driving permits.
26. Maintenance allowance of the dependents of security prisoners.
27. Any other matter of importance entrusted by local authorities.

IST ASSISTANT TO J.A.

1. International passports including Pakistan passports etc.
2. No objection certificates.
3. Press.
4. Newspapers and books.
5. Birth, death and marriages.
6. Nepal permits and Haj matter.
7. Lunatics.
8. Correspondence with Chemical Examiner, Agra and Serologist, Calcutta.
9. Electricity.
10. Court notices and summonses.
11. Issue of Citizenship certificates.
12. Any other work entrusted by the local authorities and Judicial Assistant.

IND ASSISTANT TO J.A.

1. Fine register.
2. Submission of monthly, quarterly, half yearly and annual statements including those submitted so far by the J.A. pursuing to collect material for the

purpose from before hand and maintenance of 204
register of periodical returns.

3. Arranging for monthly meetings, concerning Judicial matters.
4. Submission of fortnightly attendance register of Stipendary Magistrates.
5. All sorts of petitions either received from Government or filed locally relating to Judicial side.
6. Correspondence regarding shops and Commercial Act.
7. All matters relating to Roadways and Labour Deptt.
8. Revision of sentence sheets, nominal rolls and leave to convicts other than on parole.
9. Roster of Dyeing declaration.
10. Roster of identification etc. duties of Magistrates
11. Correspondence relating to Courts making for copies of judgments etc.
12. Preparation of statements as and when desired by the J.A.
13. Preparation of copies of documents and doing typing work entrusted by J.A.
14. Any other work entrusted by J.A.

LOCAL BODIES CLERK

1. All correspondence relating to (i) Town Areas (ii) Zila Parishad (iii) Nagar Mahapalika (iv) Cantt. Board and other local bodies.
2. Schedule caste and backward caste certificates.
3. All correspondence relating to Medical Department.
4. Consignments of J.A's files also.
5. Typing and copying work entrusted by J.A.
6. Tracing out J.A's old references.

STAFFING PATTERN OF JUDICIAL ASSISTANT'S SECTION
AT KANPUR

20

JUDICIAL ASSISTANT

1	1	1	1
1	1	1	1
AJA I	AJA II	LOCAL BODIES CLERK	ARMS CLERK
			1
			1
			ASST. ARMS CLERK
			(5 officials in all)

AT LUCKNOW

JUDICIAL ASSISTANT

1	1	1	1	1	1
1	1	1	1	1	1
JA II	JA III	PASSPORT AND SUIT CLERK	ARMS CLERK	ADDL. ARMS CLERK	TOWN AREA CLERK

AT UNNAO

JUDICIAL ASSISTANT

1	1
1	1
LOCAL BODIES CLERK	ARMS CLERK

Arms Clerk

1. Correspondence with higher authorities.
2. Renewal and preparation of poison licence, explosives licences.
3. Issue of temporary licences in form K.
4. Preparation and renewal of licences for Pistols and Revolvers.
5. Periodical returns.
6. Issue of import permits and preparation of licences in form VII.
7. Renewal of life licences in form XVI.
8. Maintenance of registers of inspection of shops under Arms, Poison and Explosives Acts.
9. Preparation of reward under Arms Act.
10. Suspension cases of arms licences.
11. Disposal cases of arms.
12. Renewal of other district licences.
13. Correspondence regarding verification of purchase and sale of arms, ammunitions and Sulphur etc.
14. Public dealing.

Asstt. Arms Clerk

1. Preparation of new licences other than Revolver and Pistol.
2. Noting of registration, renewal and cancellation of arms licences in respective registers.
3. Receipt and despatch of dak.
4. Noting of applications for arms and deal with enquiries.
5. Issuing intimation regarding grant and rejection of applications.
6. Maintenance of Guard files.
7. Sending extracts of the unrenewed licences list to

Police, returning renewed licences and bring the registers upto date after issuing notices, if necessary, in individual cases.

8. Preparation of annual Khatamis.
9. Consignment of closed files.
10. Daily restoration of papers and putting up of references.
11. Any other work entrusted by the Arms Clerk.

ANNEXURE No. 11 (Ref. Para 2.20)WORK ENTRUSTED TO NAZIR SADAR AND HIS ASSISTANTSNAZIR

General supervision- Naib Nazir's work, checking of

muster roll maintained by Asstt.

Nazir. Dak under the Amani system of work. Over the contractors work if any of Sadar.

2. Senior drafting- Regarding correspondence work with higher authorities in Nazarat and maintenance of correspondence files.

3. Preparation of budgets and contingencies and buildings. Estimates.

4. Building work- A. Preparation and checking of lists and estimates of petty projects.

B- Capital and revenue accounts of residential buildings.

C- Monthly and annual statements regarding buildings.

D. To call for tenders regarding annual, special and coordinial repairs and other works of petty nature.

E. To maintain registers regarding buildings.

F- To deal with revision of rent statements.

5. Malkhana- A- Register no. II to receive all all articles for sale to sell and deposit the sale proceeds.

B- Register of arms and ammunitions

to receive, sell and to keep forfeited and confiscated firearms.

- C- Tents maintenance and repairs and issue of tents of touring officers.

6. Cash Department-

To take over the cash at the close of the day and keep it in the single lock and reissue in the next morning to the Naib Nazir cash. The sum above Rs. 3000/- should be kept in the departmental chest of double lock, the key of which will remain with the O.C. Nazarat.

7. Court compound- 1.

To conduct the sale of shops of the Court compound and obtain contract deeds.

2. To supervise the work of the

Asstt. Nazir regarding the improvement of court compound with special reference to the work done by the gardeners.

3. Supervision and inspection of the work of clerks in his section each month.

4. Cleanliness of Collectorate buildings and compound.

NAIB NAZIR II

Saleable forms

- (a) To maintain the stock and to receive and issue.
(b) Monthly and annual statements

after verification from Treasury.

(e) All other matters regarding

saleable forms concerning Nazarat

2. Peons- (a) To prepare pay bills for process servers and orderly peons of the district.

(b) To maintain service books of all peons at Sadar.

(c) To maintain gradation list of peons, candidates and of waiting list.

(d) Leave arrangements of peons and proposals for casual vacancies.

(e) preparation of history of services of peons.

(f) Correspondence with Tahsils.

(g) To arrange for refund of security, of peons

(h) To obtain the security of peons.

(i) To depute or change peons on different duties at Sadar.

(j) Fixation of pay and increments due.

(k) To deal with liveries and clothing.

(l) All other matters regarding peons and candidates etc.

(m) Measures to secure efficiency in inferior establishment.

3. Circuit House- Reservation of accommodation in Circuit House.

4. Pending records of correspondence:- To consign files to English Record Room when closed and all other records of the peons.

5. Miscellaneous- To assist Nazir Sadar in matters not otherwise specially mentioned.

6. Periodical statements- (i) Purchase of Khadi (Gr)
(ii) Corruption statement of inferior establishment (orderlies)

(iii) Annual statement award peons.

7. Perishable items- 1. Maintenance of stock of perishable items.
2. To purchase and issue.
3. To get the monthly entries of stock received and verified.
8. Work of Mali, Coolies and Sweepers-To supervise the garden in the Court compound and the work of Mali, Coolie and Sweepers engaged for the purpose.
9. Sale of waste papers-To conduct the auction of waste papers and deposit the sale proceeds into the Bank.
10. Tour (a) To arrange for carts and to supply those office going on tour, also Khalasia and dak runners.
11. Hot and cold weather- To arrange for the Khas Khas Tattis for the Court officers.
12. Building- Under the Amari system of annual repairs the Asstt. Nazir shall be responsible for.
- ~~13.~~ (a) All repairs including annual repairs of Collector's residence
(b) Repair to electric and other installations of Kachery etc.
13. Pay bills- Preparation of pay bills of peon
14. Service rolls- Maintenance of service rolls of peons.

NAIB NAZIR CASH

- Cash transactions- 1. Daily transactions of cash (receipt and payments)
2. To maintain register of cash transaction.

Register No. 1. Permanent advance

3. Diet money to witnesses.
4. Miscellaneous transactions.
5. Credit after the close of Treasury.
6. Abstract.

3. Recoupments of advances paid from register No. 1 from Tahsils and Sadar etc. and to prepare bills for the same.

(N.B.) The bills so prepared should be submitted to Nazir Sadar with vouchers for checking before the bill is signed by the officer concerned)

4. To prepare daily account and to get it checked by the O.C. daily and monthly by A.D.M. or Collector.

5. Proper maintenance of all vouchers and to issue receipts of all incomes except that of register no. 2 which is dealt with by Nazir Sadar.

6. To cash or deposit amounts in the Bank for all sums over Rs.200/- (one peon is exclusively attached for the transaction to get challan, bills etc. passed from treasury and to accompany Naib Nazir to Bank purposes)

2. Periodical returns-To prepare the periodical returns regarding his department viz. monthly statement regarding expenditure in contingencies, hot and cold weather charges.

3. Consignments-To consign account registers, vouchers etc. to English Record Room.

4. Half margins- To dispose of the Half Margins received from ~~AP~~ and to submit the receipts and vouchers required by the A.G.

5. Contingent register and allotment of funds-

1. To note with references different allotment in their respective register except that of building which is to be maintained by Nazir Sadar.
2. To maintain accounts of receipt and expenditure of other extra department under the District Officer if entrusted to Nazarat via
 - (1) Excise and stamp.
 - (2) District Board and Municipal Board.
 - (3) Independence Day.
 - (4) Agricultural income tax.
 - (5) Harijan Sahayak.
 - (6) Interim relief to displaced persons.
 - (7) Land Records and similar others.
 - (8) Compensation work.

N.B. The bills to be delivered to payees should be prepared by departmental clerks and sent to ~~Nazir~~ Nazir Sadar for note etc.

6. Outstanding undisbursed items- To prepare quarterly list of undisbursed items of register no. 3 and 4 and to remind Courts and officials concerned under the orders of O.C. or A.D.M.

7. Servants paid from contingencies-

- (1) To keep record of appointment and posting of such servants.
- (2) To prepare bills for payment of pay to such servants and to arrange for payment.
- (3) To obtain and maintain proper receipts for such payments.

8. Miscellaneous- Any other work of accounts concerning Nazarat.

9. Printing and Binding-
- (1) To arrange for binding of registers.
 - (2) To check the bills of binding charges and to arrange for its payment.

10. Telephone bills.

11. T.A. of inferior servants.

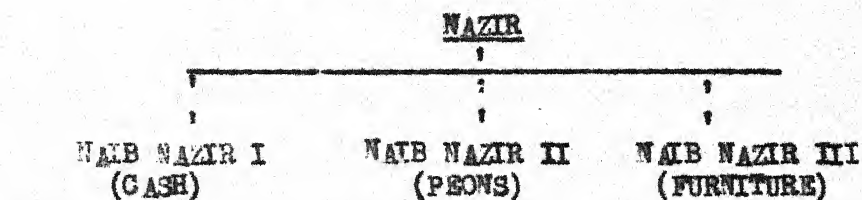
NAIB NAZIR III (DAK)

1. To maintain register no. VI and to keep proper accounts of S.P.L.
2. To arrange for delivery of local dak received from different offices and Courts.
3. To prepare bill for drawl of Service postage and to enter receipt and to issue those stamps to other Officers etc.
4. To arrange for special messengers and all other matters regarding despatches of dak (local postal, special messengers and telegrams etc.)
5. To maintain stock book of furniture.
6. To maintain issue register of furniture.
7. Annual verification of furniture.
8. To maintain the register of income of Court compound.
9. To watch and take actions for the recovery of licence fee of P.W. and rent of chambers and maintenance of file thereof.
10. To submit notices for filling up vacancies of Petition Writers.
11. To measure rainfall and to send its weekly reports etc.
12. To deal with and prepare T.A. bills of peons

carrying dak to and from Tahsils and Sadar.

13. To note summonses and to send them to respective Tahsils. To return them to Board and Commissioner after service and after noting on the register.
14. Maintenance of stock of Government cycles and periodical inspection of those which are with peons.
15. To maintain register of cycles and its repairs accounts.
16. To supply bastas to Record Rooms. To arrange their colouring.
17. To check the bills purchased by stationery clerk and arrange their payments.
18. To arrange for annual repairs under Amhi system of Sadar Kachery building. To maintain its accounts.
19. Repairs of Clocks.
20. Maintenance of G.P.F. account of Class IV Government servants.

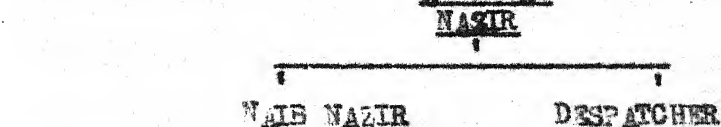
STAFFING PATTERN OF NAZARAT AT KANPUR



AT LUCKNOW



AT UNNAO



DISTRIBUTION OF WORK AMONG THE OFFICIALS OF ENGLISH
RECORD KEEPER'S SECTIONI. English Record Keeper

1. Opens all letters received and submits them for the perusal of O.S.
2. Receives back all the letters from O.S. and marks them to the O.Gs according to their contents.
3. Subsequently on return of letters from O.Gs marks them to either Revenue Indexer or Judicial Indexer in accordance with the subject matter of letters.
4. Maintains registers of pending, outgoing and incoming references on the basis of which prepares a monthly statement for the perusal of O.Ss, A.D.M. (City) and D.M.
5. Checks despatcher's account every day and physically verifies balance of service stamps in stock.
6. As incharge of English Record Room, maintains and preserves consigned English record.

II. Revenue Indexer

1. There are XIV Departments out of which Department from I to XII A are dealt with by Revenue Indexer and the rest are dealt with by Judicial Indexer (All correspondence work pertaining to these Deptts. including receipt and despatch.)
2. To index the verification rolls of antecedents character received from various departments.
3. To prepare monthly explanatory statement of all such pending letters in which the reply is waited (should be submitted to D.M. by 5th of every month.)
4. To receive the entire consignment pertaining to the office under the control of D.M. (Collectorate).
5. To make files available to the concerning agencies

whenever requisitioned.

6. To give references of old letters whenever required.
7. Average work 4500 letters per month (1114 despatch to other offices).

JUDICIAL INDEXER

1. Receipt of all judicial dak from E.R.K.
2. Sorting of dak i.e. important nature and ordinary including miscellaneous.
3. Indexing of all important letters in Index register, opening of files wherever necessary.
4. Disposal of all such letters by handing them over to dealing assistants.
5. Indexing of all ordinary and miscellaneous letters in different registers and thereafter their disposal by distribution to dealing assistants of this office or through local despatcher to other departments.
6. Receipt of all Judicial letters for disposal.
7. Numbering of the above letters and thereafter indexing their office copies in Index register and then return them to the dealing assistants.
8. Receipt of all registered letters.
9. Sorting them i.e. secret, confidential and sealed everyday are submitted to D.M. outright.
10. Opening of all ordinary registered covers addressed to D.M. submit them after endorsing them to the relevant authorities through E.R.K.
11. Disposal of above registered letters on receipt back from the officers after perusal.
12. Indexing of all important letters received through registered covers in the index registers and thereafter disposing them as usual.

13. Tracing out of references of Judicial nature.

Average receipt of daily registered letter is 40.

Their disposal nearly taken 4 to 5 hours daily.

14. Preparation of pending references and submitting to the D.M. through O.C.C.O. and A.D.M. (G).

IV. DESPATCHER

1. Receipt of local dak from 10.00 a.m. to 3.00 p.m. and upto 1.30 p.m. on Saturdays.
2. Receipt of all dak sent by post from all the dealing Assistants of Collectorate.
3. Sorting out the letters districtwise and department-wise.
4. Sorting out all the registered and registered parcels and express letters.
5. Receipt of all telegrams.
6. Entering in the despatch register giving references of all letters.
7. Preparing of envelopes with the help of daftri and then affixing proper postage.
8. Sending all the registered covers, registered parcels upto 4 p.m. daily and then at the close of the office all the ordinary envelopes to Post Office and send telegrams with a special peon.
9. Posting of all the registered and telegram receipts on the despatch register against relevant entry.
10. Accounting of service postage stamps and totalling them from the closing balance physically.
11. Putting the despatch register for daily checking before E.R.K.
12. To work as local despatcher during his leave.

In the absence of pegion hole table a lot of trouble arises in sorting out letters pertaining to a district and office and this takes a lot of time.

Some times a lot of trouble is to be faced in recouping service postage from Nazir Sadar monthly average despatch comes to about 2800 envelopes. Sometimes correct denomination stamps are not available and in that case overvalued stamps are affixed.

V. LOCAL DESPATCHER CUM LIBRARIAN

1. From 10 a.m. to 1 p.m. receipt of local dak.
2. From 1 p.m. to 2 p.m. despatch of local dak receipts
3. From 2 p.m. to 4 p.m. Library work-issue and receipt of books etc. and quarterly inspection of E.R.K. verification of books.
(Permanent issue - 10 books per month)
(Temporary issue - 50 books and their receipt per month)
4. From 4 p.m. to 5 p.m. checking of proper distribution of dak nearly 6000 papers are being despatched monthly other department and local offices.
5. Miscellaneous work sometimes when peon is not available. Deliver the urgent personally about 5 cases in a month.

There is no peon attached for Library work besides this Sweepers arrangement is also necessary.

ANNEXURE No. 13 (Ref. Para 2.22)DISTRIBUTION OF WORK AMONG THE STAFF OF THE REVENUE
RECORD ROOMARRANGERS NOS.

1. (a) Pargana Akbarpur and Ghatampur.
 2x (b) Maintenance of register of requisition for the subordinate Courts.
 (c) Supply of record to Copying Department.
 (d) Restoration of files received from A.R.K. Courts and Copying Department.
2. (a) Pargana Bhognipur.
 (b) Maintenance of the register of requisition for the subordinate courts, Addl. Commissioner and Board of Revenue.
 (c) Supply of record of Copying Department.
 (d) Restoration of files received from A.R.K. Courts and Copying Department.
3. (a) Pargana Kampur & Kulliat.
 (b) Maintenance of the requisition register for the subordinate Courts.
 (c) Supply of records to Copying Department.
 (d) Restoration of files received from A.R.K., Courts and Copying Department.
4. (a) Pargana Darapur.
 (b) Maintenance of the requisition register Civil Courts.
 (c) Restoration of files received from A.R.K., Court and Copying Department for the Pargana.
 (d) Supply of record to Copying Section.

5. (a) Pargana Bilhaur.

(b) Maintenance of requisition register for the subordinate Courts.

(c) Supply of record to Copying Department.

(d) Restoration of files received from A.R.K., Courts and Copying Department.

(e) Maintenance of the Stock Register of Bastas.

WEEDER NOS.

1. Weeding work for the Pargana Akbarpur.

2. Weeding work for the Pargana Darapur.

ASST. RECORD KEEPER

(a) Receipt and despatch of dak.

(b) Receipt of consigned and badar files and their checking.

(c) Maintenance of Badar register.

(d) Maintenance of Guard files for the files consigned.

(e) Maintenance of Government Books, Stationery and furniture.

REVENUE RECORD KEEPER

(a) Maintenance of inspection register.

(b) Maintenance of the register for return of documents.

(c) Maintenance of the fortnight diary of the working of the Record Room and the Copying Section attached.

(d) Daily checking of the files weeded out by the
and
weeders/put signatures on each item.

(e) Daily receipt of the applications for inspection, return of documents and Copying and see that they are duly complied and entered in the prescribed register.

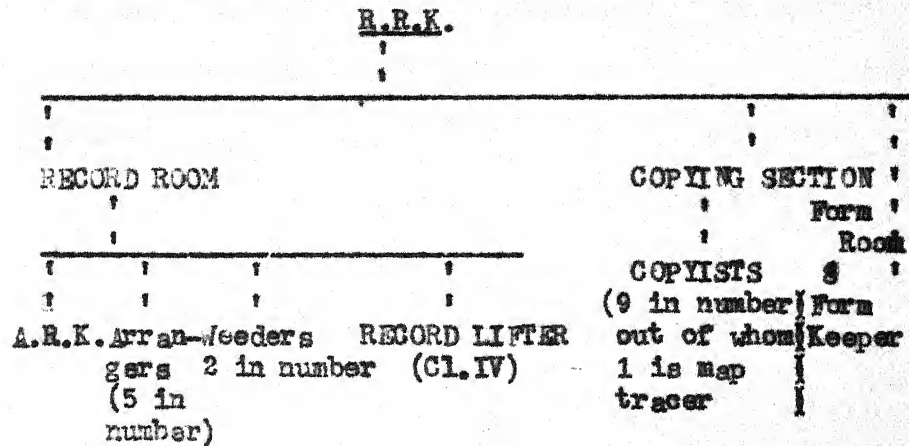
(f) Correspondence work for the Record Room and Copying Section.

(g) Supervision and quarterly inspections of the

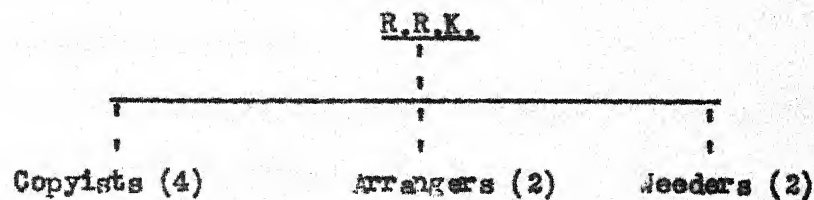
Revenue Record Room, Consolidation Record Room,
Copying Section attached, Form Keeper and Criminal
Record Room.

XX

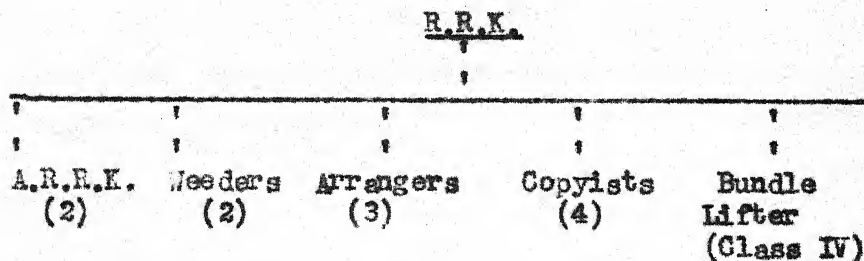
STAFFING PATTERN OF REVENUE RECORD ROOM AT KANPUR



AT LUCKNOW



AT UNNAO



DISTRIBUTION OF WORK AMONG THE STAFF OF CRIMINAL RECORD ROOMARRANGER

1. Maintenance of requisition registers of lower Courts and Sessions Court.
2. Supply of records to the Copying Department, Inspection and return of documents.
3. Restoration of files in the bastas relating to all Police Stations received from the A.R.K., Courts and Copying Department.
4. Verification of the period of imprisonment of the Political sufferers.

A.R.K.

1. Receipt of consigned records and their checking.
2. Maintenance of Badar register.
3. Weeding of records.
4. Maintenance of register no. 4 (alphabetical register)

RECORD KEEPER (CRIMINAL)

1. Maintenance of inspection register, register of return of documents.
2. Maintenance of fortnightly diary of Criminal Record Room and Copying Section attached.
3. Checking of weeded files.
4. Return of documents, inspection of records by Vakils etc. and receipt of copying applications.
5. Passing of T.A. bills of non-gazetted staff.
6. Supervision of the work of copying department and Record Room.

STAFFING PATTERN OF CRIMINAL RECORD ROOM AT KANPURCriminal Record Keeper

A.R.K. ARRANGER	RECORD LIFTER	COPYISTS (6 in number, one of them Urdu knowing is common to Gr.R.K. and R.R.K.)
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AT LUCKNOW

J.R.K.

A.J.R.K.	COPYISTS (4)
----------	-----------------

AT UNNAO

J.R.K.

FORM KEEPER	COPYIST (1)	BUNDLE LIFTER (Class IV).
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DISTRIBUTION OF WORK AMONGST THE CHIEF REVENUE ACCOUNTT.
AND HIS ASSISTANTS.

1. C.R.A.
 1. General supervision over the work of his Assistants.
 2. Maintenance of diary.
 3. Yearly inspection of the L.R. and Takavi Accounts of Tahsils.
 4. Annual inspection of Takavi accounts of Blocks.
 5. Quarterly inspections of:
 - (a) Ist Assistant.
 - (b) IInd Assistant.
 - (c) A.C.R. (R)
 - (d) A.C.R. (C)
 6. Maintenance of character rolls of the members of the staff of Integrated Collection Scheme.
 7. Attending to important correspondence to Government Board, Commissioner, Board's Accounts Officer and A.G. etc. that may pass through him.
 8. To see that compliance of inspection notes of Collector, Addl. Collector (RA) and others is properly made.
 9. To arrange for the meetings of the Tahsildars and other officers whenever these may be necessary.
 10. To arrange for the annual meeting of the District Emergency Flood Relief Committee.
 11. To watch preparation of relief proposals and their submission in time.
 12. To watch timely submission of periodical returns.
 13. Any other work that may be entrusted.

A.C.R.A. (R)

1. Maintenance of receipt, despatch and movement of files registers.
2. Maintenance of Accounts of N.C.R.F. and Evacuee property.
3. Submission of fortnightly, quarterly, six monthly and annual statements relating to N.C.R.F. and Evacuee property.
4. Maintenance of accounts of 64 Famine relief.
5. Compliance of audit inspection notes relating to N.C.R.F. and Gratuitous relief.
6. Compliance of the minutes of the meeting of the District Emergency Relief Committee.
7. Maintenance of Local Fund Accounts and compliance of audit inspection notes connected therewith.
8. Correspondence concerning village famine test work.
9. Any other work entrusted.

3. IST ASSISTANT

1. Preparation of pay bills of collection staff.
2. Preparation of contingent bills.
3. Preparation of monthly statement of expenditure.
4. Compliance of the orders passed on the inspection note concerning payment etc.
5. Preparation of statement of excesses and savings.
6. Preparation of budget estimates under head 9 Land Revenue, pertaining to collection establishment and contingency.
7. Maintenance of the following registers:-
 - (a) Bill Book.
 - (b) Register in form II
 - (c) Register in Form 47A.
8. Register of contingency.
9. Any other work entrusted.

1. Dealing with Takavi Accounts.
2. Submission of budget estimates under head IX Land Revenue receipts Takavi.
3. Submission of six monthly and annual statements of Land Revenue, Canal and Takavi etc.
4. Maintenance of the following registers:-
 - (a) Kistwar registers.
 - (b) Register in form XVIII.
 - (c) Takavi register.
 - (d) Daily collections register.
 - (e) Register showing suspension of Takavi loans.
 - (f) Dead stock register.
5. Annual reconciliation of Takavi accounts.
6. Dealing with all correspondence concerning takavi matters.
7. Any other work.

5. A.C.E.A. (C)

1. Maintenance of service books of all the members of collection branches.
2. Maintenance of personal files.
3. Compliance of orders of inspection note concerning establishment.
4. To track compliance of inspection notes made by the Board of Revenue, Ayukt, Allahabad Mandal, audit party of A.G. office and audit party of Accounts Officer, Board of Revenue.
5. Submission of statements concerning establishment.
6. Statement of pension cases.
7. Maintenance of the following registers:-
 - (a) Gradation list.
 - (b) List of approved candidates.

(c) Order book.

228

(d) Disciplinary proceedings register.

(e) Register of pension cases.

(f) Register of serious irregularities.

(g) Casual leave register.

(h) Dealing with correspondence relating to the collection establishment, their leave and probation etc.

(i) Any other work entrusted.

6. TAKAVI CLERK

1. Daily posting of L.R., Canal and Takavi dues.

2. Preparation and submission of fortnightly, monthly and quarterly statements concerning L.R., Canal and Takavi etc.

3. Maintenance of surplus accounts of L.R., Canal and Takavi etc.

4. Submission of statement showing short realization of interest.

5. Submission of statement of Takavi loans of over Rs. 2000/-.

6. Statement showing A, B and C category of L.R. and Agriculture Seed Store dues.

7. Verification of reduction and remission of L.R. on lands acquired.

8. Any other statements that are asked for concerning L.R., Canal and Takavi dues.

9. Compliance of proceedings of the meetings of Tahsildars and of other inspection notes.

10. Correspondence relating to L.R. and Canal.

11. Any other work entrusted.

7. A.C.R.A. (Misc.)

1. Dealing with miscellaneous recovery files.

- 229
2. Preparation of statement of miscellaneous recoveries.
 3. Statement showing Millwise Provident Fund dues and its verification.
 4. Maintenance of registers of miscellaneous recoveries.
 5. Maintenance of despatch register relating to miscellaneous recoveries.
 6. Any other work entrusted.
 8. MISCELLANEOUS CLERK.

1. To help the Ist Assistant in the preparation of pay bills.
2. Maintenance of G.P. Fund Account of Class IV Govt. servants and submission of statements connected therewith.
3. Maintenance of the following registers:-
 - (a) Register of bills presented in the Treasury.
 - (b) Register of forms.
 - (c) Register showing monthwise and Tahsilwise pay of Collection staff.
 - (d) Register of B.M. 9.
4. Maintenance of register of 10% deduction towards security deposited by Amins.
5. Stationery register.
6. Any other work entrusted.

9. Routine Clerk

1. All typing work of the office.
2. Consignment of all record.
3. Passing of T.A. bills.
4. Any other work entrusted.

Besides the above every clerk with the exception of C.R.A. should maintain his own guard file.

STAFFING PATTERN OF C.R.A. SECTION AT KANPUR

<u>C.R.A.</u>							
Ist Asstt.	Ind Asstt.	A.C.R.A. (C)	ACRA (R)	ACRA (Misc.)	Taqavi Clerk	Routine Clerk	Misc. Peon Clerk

AT LUCKNOW

<u>C.R.A.</u>							
ADDL. CRA	ACRA I	ACRA II	ACRA III	A/BN	Taqavi Clerk	ACRA II (Adml. post)	A/BN
				(attached to Sadr office)			(attached to Sadr office)

K

AT UNNAO

<u>C.R.A.</u>				
ACRA I	ACRA II	ACRA III	ACRA IV	ACRA V

ANNEXURE No. 16 (Ref. Para 2.25)DISTRIBUTION OF WORK BETWEEN THE SADAR KANUNGO AND
OTHER OFFICIALS OF THE SECTIONSADAR KANUNGO

1. Supervision of work of L.R. Clerk, ceiling and V.J.K. Clerk.
2. Inspection of Registrar Kanungo.
3. Inspection of Sadar Patwari Record Room.
4. Inspection of Crop Cutting experiments.
5. Scrutiny of diaries and drafting of scrutiny report.
6. Maintenance of delinquencies register.
7. Maintenance of Patwari register.
8. Gradation list of Patwaries and Kanungos.
9. Maintenance of check register.
10. Maintenance of stock book of survey instruments and the stock.
11. Maintenance of list of approved candidates to officiate as Supervisor Kanungo.
12. Maintenance of list of patwaries for appointment as Asstt. Registrar Kanungo.
13. Maintenance of register of qualified lekhpal candidates.
14. Checking of statistical returns received from Tahsila and drafting of explanations of variations and explanatory memos.
15. Checking of intdnts of lekhpal Kanungo, and H.Q. forms.
16. Scrutiny of compliance made on inspection note.
17. Scrutiny of explanations about entries to be made in paragna books received from Tahsils before submission of S.D.Os.
18. Scrutiny of compliance made on inspection notes.

19. Submission of proposals in leave and other vacancies.
20. Noting and drafting of important files.
21. Noting on various technical points raised by S.D.Os and other land records staff.
22. Checking of budget prepared by L.R.Clerk.
23. Maintenance of distribution list of lekhpal circle between S.D.Os, Tahsildars and Naib Tahsildars.
24. Nomination of lekhpals and Supervisor Kaugos for higher posts.
25. Pasting of correction slips in Land Records Manual.
26. Admission to Patwari School.
27. Quinquennial live-stock census work.
28. Drafting of annual and general administrative reports (Para 582 of Land Records Manual).
29. Maintenance of S.Ks circle maps under para 486 Land Records Manual.
30. Supervision over the assessment of Land Revenue in alluvial villages.
31. Supervision and inspection of D.L.R.O's office as Sectional Head.

LAND RECORDS CLERK

1. Noting and drafting of ordinary references.
2. Typing work.
3. Maintenance of office files.
4. Maintenance of service book and character rolls.
5. Maintenance of Check register.
6. Preparation of land records budget.
7. Checking of T.A. bills.
8. Preparation of pay bills of L.R. staff excluding Lekhpals.
9. Maintenance of gradation lists of S.Ks and R.Ks.

- 10. Maintenance of approved list of A.R.Ks for officiating chances.
- 11. ~~M~~ Any other work entrusted by the authorities.
- 12. Encumbered Estate Act Work.
- 13. Bhoodan work.
- 14. Pension work relating to Land Records Section.

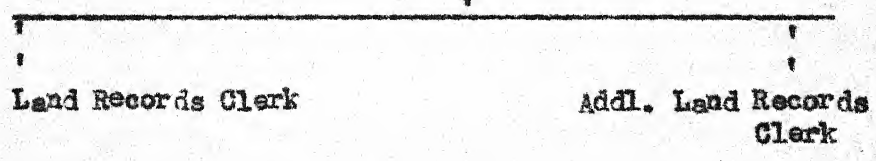
ADDL. LAND RECORDS CLERK

- 1. Maintenance of register of arrears claim and register of increments and deduction of lekhpals and disposal of cases.
- 2. Maintenance of guard files and B.Os.
- 3. Receipt and despatch of Dak.
- 4. Compilation of statistics.
- 5. Maintenance of register no. 57.
- 6. Maintenance of crop-cutting files.
- 7. Preparation of indent of forms of land records staff
- 8. Consignment of files.
- 9. Preparation of salary bills of Land Records staff i.e. of lekhpals.
- 10. Any other work entrusted by the authorities.

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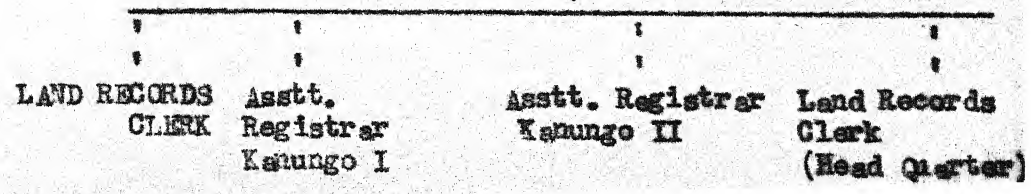
STAFFING PATTERN OF LAND RECORDS SECTION AT KANPUR

SADAR KANUNGO
8



AT LUCKNOW

SADAR KANUNGO
1



at UNNAOSADAR KANUNGOLand Records
ClerkA.I.T./
L.I.H.T.
Clerk

B.B.K. SECTION

Land Reforms
Section

Z.A. Clerk

N.T.

Clerk

DISTRIBUTION OF WORK AMONG THE OFFICIALS OF DISTRICT
LAND ACQUISITION STAFF

Head Clerk

1. Voting and drafting.
2. Maintenance of Account and connected files.
3. Adjustment of account.
4. Preparation of vouchers and bills.
5. Maintenance of Land Registers.
6. Maintenance of R.D. registers.
7. Pairvi of cases in Courts and preparation of narratives etc.
8. Preparation of expenditure statements.
9. Miscellaneous work.
10. Supervision of office work.
11. Type work.
12. Preparation for draft awards.

Junior Clerk

1. Maintenance of Files.
2. Maintenance of misilband register.
3. Receipt and despatch.
4. Maintenance of suspension, remission and amaldaramad register.
5. Keeping of irrigation files.
6. Preparation of notifications u/s 4, 6, 35 of D.A. Act and 117 of L.A. Act.
7. Preparation of statements.
8. Correspondence.
9. Typing work.
10. Miscellaneous work entrusted to him.

LAND ACQUISITION AMIN

1. Preparation of compensation statement.
2. Preparation of Khasra and Khatgani of proposed land.
3. Survey work.
4. Miscellaneous work entrusted to him.

CHAINMAN

To help the Amin in his work. .

Miscellaneous work.

PROV

1. Distribution of dak.
2. Miscellaneous work.

ANNEXURE No. 18 (Ref. Para 2.21)LIST OF DUTIES OF O.C. COLLECTIONS AND OTHER OFFICIALS
OF THE COLLECTION SECTION AT KANPUR.1. O.C. Collections.

1. To supervise the recovery of Sales Tax in particulars
2. To ensure timely despatch of statements.
3. To see that collections records are properly maintained.
4. To comply with the inspection notes recorded by superior officers and
5. to supervise the work of the staff engaged in the work connected with the realization of Government dues.

....

Naib Tahsildar I

1. He will be responsible for collection of Sales Tax from current and dissolved firms in sectors II, III, IV and V and will ensure that the accounting and other instructions are followed by the Amins of these sectors under his charge.
2. He will check 100% the entries of demand in the demand register of these sectors and will be responsible for reconciliation of the accounts of demand and collections of Sales Tax of these sectors with the record of the Sales Tax Officers.
3. He will ensure the up-to-date postings of collections in the demand register, posting of item otherwise disposed off and will check them cent percent.
4. He will check the accounts of the Amins of Sectors II, III, IV and V once a week and shall ensure that the amounts collected in the month is deposited into the Treasury during the month positively.
5. He will collect prescribed percentage of coupons and will compare them with the counterfoils.
6. He will inspect the work of the Amins and Clerks of these sectors once a quarter.
7. He will make enquiries vide B.O.No. 46/2-Colln. 177/63 dated 22.10.64 in cases reported to be untraceable by the Amins of these Sectors and shall visit the circles of Amins to push up collections.
8. He will attend the office at 10.00 a.m. on every working day and will apprise the O.S.D. about the work done by him and his Amins.
9. He will send fortnightly and monthly statements of collections of Sales Tax and will ensure maintenance of register of itemwise collections,

- 239
- register of otherwise disposal, register of stayed cases and register of instalment cases Aminwise and Sectorwise.
10. He will maintain fortnightly diary in two volumes as prescribed in the collection Manual.
 11. He will submit his tour programme with the O.S.D. and the programme of his Amins.
 12. He will mention in his diary that the Amins and Clerks under his charge are properly doing the work pertaining to postings of collections and he will make 100% checking of postings of collection side.
 13. He will check the entries of Memorandum of daily collection, coercive processes register, security register, form register and will ensure their uptodate maintenance.
 14. He will be responsible for the maintenance of cheque register of the sectors allotted him.
 15. He will perform such other duties as and when are entrusted to him by the O.S.D.
 16. He shall look after to compliance of inspection notes of accounts parties and superior officers about Sales Tax.
 17. He shall also deal with establishment of Sales Tax collections staff, their appointment, pay bills etc.

...

III. Naib Taksildar II

1. He will be responsible for collection of Sales Tax from current and dissolved firms in Sectors I, VI and VII and will ensure that the accounting and other instructions are strictly followed by the Amins of these Sectors under his charge.
2. He shall check 100% the entries of demand in the demand register of these Sectors and will be responsible for reconciliation of the accounts of the demand and collection of Sales Tax of these Sectors with the record of the Sales Tax Officer.
3. He will ensure the upto date postings of collections in the demand register, posting of items otherwise disposed off and will check them cent percent.
4. He will check the accounts of the Amins of Sectors I, VI and VII once a week and shall ensure that the amount collected in the month is deposited into the Treasury during the month positively.
5. He will collect prescribed percentage of coupons and will compare them with the counterfoils.
6. He will inspect the work of the Amins and Clerks of these Sectors once a quarter.
7. He shall make enquiries vide No. 46/2 Colln. 177/63 dated 22.10.64 in cases reported to be untraceable by the Amins of these Sectors and shall visit the circles of Amins to push up collections.
8. He will attend the office at 10 a.m. on every working day and will apprise the O.S.D. about the work done by him and his Amins.
9. He will send fortnightly and monthly statements of collections of Sales Tax and will ensure maintenance

- 241
- of register of itemwise collections, register of
otherwise disposal, register of stayed cases and
register of instalment case Aminwise and Sectorwise.
10. He will maintain fortnightly diary in two volumes
as prescribed in the collection Manual.
 11. He will submit his tour programme with the O.S.D. and
the programme of his Amins.
 12. He will mention in his diary that the Amins and Clerks
under his charge are properly doing the work
pertaining to postings of collections and will make
100% checking of postings of collection side.
 13. He will check the entries of memorandum of daily
collections, pertaining to his Sectors, will ensure
compliance of the inspection notes for all the Amins
and office and will maintain proper accounts of
receipt books and used counterfoils.
 14. He will be responsible for the maintenance of cheque
register of the sectors allotted to him.
 15. He will maintain a register of provisionally
irrecoverable items of Sales Tax and shall ensure
postings of remissions cases in the register for the
entire seven Sectors.
 16. He will perform such other duties as and when are
entrusted to him by the O.S.D.

...

1. Maintenance of Mill files of Government dues.
2. Correspondence work.
3. He will ensure that accounts of demand and collection $\frac{2}{3}$ of Sales Tax are maintained properly by the Clerks concerned in Sales Tax collection office.
4. He will inspect the work of all Sales Tax Clerks at least once every quarter.
5. He will be responsible for correct and timely preparation of periodical returns and statements of Sales Tax collections vide para 62 of the Collection Manual.
6. He will be responsible for the accuracy of entries of demand in all processes. He will sign every process in token of its correctness and will put up before issuing authority. He will maintain processes register.
7. He will maintain a register of coupons as prescribed in para 68 of the Collection Manual.
8. Vide Para 73 of collection Manual he will be responsible for upto date accurate maintenance of the following registers:-
 - (i) Security register.
 - (ii) Register of forms.
 - (iii) Dead Stock Register.
 - (iv) Bill Book.
 - (v) Acquittance Roll.
 - (vi) Service rolls of peons.
 - (vii) Guard files.
 - (viii) Register showing antecedents of Amins and peons.
 - (ix) Register of itemwise collection of Sales Tax sectorwise and monthwise.
 - (x) A register of demand and progressive collection of Sales Tax.
 - (xi) Compliance of Inspection notes.
9. Maintenance of the register of recovery certificates received from other districts.

V. SALES TAX CLERK

1. Receipt of dak.
2. Despatch of the dak.
3. Reference register.
4. Maintenance of guard files.
5. Criminal work and maintenance of their registers and preparation of periodical returns.
6. Any other work entrusted by the O.S.D.

VI. Sales Tax Clerk

1. He will maintain the R.C. registers of recovery files of Sectors I and II.
2. He will make the entries of postings of collections in the demand registers of Sectors I and II. He will make entries of otherwise disposal, stay cases in these registers. In the demand register he will also make entries of instalment cases.
3. He will issue authority letters to Amins for realization of Sales Tax in respect of the Sectors allotted to him.
4. He will ~~nick~~ check the accounts of the Amins of Sectors I and II and will be responsible for their correct maintenance of accounts. He will also check the monthly statements of the sectors allotted to him.
5. He will prepare regular periodical returns on the receipt of the statements of their Amins ~~x~~ from other S.T.Cs duly checked by the Naib Tahsildars.
6. He will maintain the itemwise list of collections otherwise disposal, stay cases, instalment~~x~~ cases, in respect of the Sectors allotted to him.
7. He will maintain the cheque register of all the seven Sectors.
8. He will maintain the register of the recovery

certificate sent to other Tahsils of the district and to other district in respect of the Sectors allotted to him.

9. Any other work entrusted by the O.S.D.

VII. Sales Tax Clerk

1. He will maintain the R.C. registers and recovery files of Sectors III and IV.
2. He will make the entries of postings of collections in the demand registers of Sectors III and IV. He will also make the entries of otherwise disposal, stay cases, instalment cases and the cases transferred to joint enquiry staff in these registers.
3. He will issue authority letters to Amins for realization of Sales Tax in respect of the Sectors allotted to him.
4. He will check and the accounts of the Amins of Sectors III and IV and will be responsible for their correct maintenance of accounts. He will also check the monthly statements of the Sectors allotted to him.
5. He will maintain the registers of recovery certificates sent to other Tahsils of the district and other districts.
- ~~6. He will maintain the registers of recovery certificates sent to other Tahsils of the district and other districts.~~
6. He will maintain the itemwise list of collections, otherwise disposal, stay cases, instalment cases, in respect of the Sectors allotted to him.
7. Any other work entrusted by the O.S.D.
8. Maintenance of dead stock, farm and stationery register.
9. He will maintain memorandum register of all Amins.

VII. Sales Tax Clerk

1. He will maintain the R.C. registers and recovery files of Sector V.
2. He will make the entries of postings of collections in the demand registers of Sector V. He will make entries of otherwise disposal, stay cases in these registers. In the demand register he will also make entries of instalment cases.
3. He will issue authority letters to Amins for realization of Sales Tax in respect of the Sectors allotted to him.
4. He will check the accounts of the Amins of Sector V and will be responsible for their correct maintenance of accounts. He will also check the monthly statements of the Sectors allotted to him.
5. He will deal with the establishment work and will maintain all registers concerning to it.
6. He will maintain security register and security files and the accounts 10% deductions.
7. He will maintain the itemwise list of collections, otherwise disposal, stay cases, instalment cases in respect of the Sector V.
8. He will maintain the register of recovery certificates sent to other Tahsils and districts.
9. Any other work entrusted by the O.S.D.

VIII- Sales Tax Clerk

1. He will maintain the R.C. registers VI and VII and recovery files of these registers.
2. He will make entries of postings of collections in the demand registers of Sectors VI and VII. He will make entries of otherwise disposal, stay cases, cases which have been transferred to Joint

ANNEXURE NO.19 (Ref. para 2.29)DISTRIBUTION OF WORK BETWEEN THE OFFICERS AND
OFFICIALS OF TREASURY AT KANPUR.TREASURY OFFICER

1. Double lock transactions.
2. Passing of bills etc. of Gazetted Officers
submitted by Passing Clerks nos. I & III.
3. Inspection of Sub Treasuries.
4. Superintendent of Stamps.
5. Stamp Officer.
6. Correspondence relating to 1 to 5 above.
7. General supervision of the Treasury.
8. Matters relating to Establishment i.e. appointment
leave, promotion etc.

1ST ADDITIONAL TREASURY OFFICER

1. Passing of establishment bills submitted by
Passing Clerks Nos. I and VIII, IX and X.
2. Preparation and submission of accounts to the A.G.
3. Passing of G.P. Notes.
4. Pass Books and verification of receipts.
5. Maintenance of Treasury records and Weeding etc.
6. Casual leave and attendance registers.
7. Treasury forms.
8. Correspondence relating to 1 to 7 above, PR I to
PR VI, PP I to PP VI (except that pertaining to
BM 9.)

II ND ADDITIONAL TREASURY OFFICER

1. Passing of establishment bills etc. submitted by
Passing Clerks IV to VII.
2. Disbursement of pensions.
3. Passing of Z.A.C. Bonds etc.
4. Passing of medical refund ~~for~~ bills.

5. Supervision of periodical returns.
6. Passing of challans.
7. Supervision of despatch of form B.M. 9.
8. Correspondence relating to No. 1 to 7 above,
C.R. I and C.R. II also C.P. I and C.P. II,
V.A. and P.L.C.

...

1. Passing of bills upto Rs. 200/-.
2. Maintenance of Accountant's daily balance sheet.
3. Signing of B.M. 9 forms prepared by Central Posting Clerk and provincial posting Clerks number II and III.
4. General supervision over the staff and making arrangements for procuring forms, stationery, furniture and other materials.
5. Checking of Cash Books Central including supervision over timely, correct and proper posting of daily accounts relating to above.
6. Supervision over timely despatch of forms B.M. 9 of Central Payment Section.
7. Supervision over disposal of correspondence relating to Central receipt and payment and all requisitions for corrections and statements relating to the section.
8. Checking of the monthly list of payment before submission to Collector.
9. Supervision over the work of V.A. and Despatcher.
10. Disposal of Treasury Audit and inspection notes.
11. Scrutiny of correspondence including non-payment certificates and periodical returns relating to Passing Clerks VIII, IX and X and Double Lock Clerk.

ADDITIONAL TREASURY HEAD CLERK

1. Checking of all non-gazetted bills above Rs. 200/-.
2. Checking of all cheques (except S.P.L.) and repayment orders, Civil, Revenue and Criminal.
3. Disposal of dak.

4. Signing of B.M. 9 forms prepared by Provincial posting clerks numbers IV, V and VI.
5. Checking of provincial receipt cash book including supervision over timely correct and proper posting of daily account.
6. Establishment and annual budget.
7. Supervision over disposal of correspondence including requisitions for correction and statement relating to Provincial (receipt) except P.L.C.
8. Checking of monthly accounts of provincial (receipts) with reference to schedules and marking of covers to proper sections before despatch to A.G.
9. Supervision over consignment arranging and weeding of records.
10. Scrutiny of correspondence including non-payment certificates and periodical returns relating to Passing Clerks IV, V, VI and VII.

ASSISTANT TREASURY HEAD CLERK.

1. Checking of all gazetted officer's bills.
2. Passing of Central challans.
3. Posting of transfer registers (Provincial and Central).
4. Passing of S.P.L. cheques.
5. Maintenance of casual leave and attendance registers of officials.
6. Checking of Provincial payment cash book including supervision over timely, correct and proper posting of daily accounts of above.
7. Supervision over timely despatch of forms B.M. 9 relating to Provincial payment.
8. Supervision over disposal of correspondence and all requisitions for correction and statements relating to Provincial payment except P.L.C.

9. Checking of I and II list of accounts of Provincial payment with reference to schedules, vouchers etc. marking of covers to different sections, before despatch to A.G.
10. Scrutiny of papers including non-payment certificates and periodical returns relating to Passing Clerk I, II, III and Embossing Clerk.

ASSISTANT TREASURY HEAD CLERK (BONDS)

1. Checking of interest vouchers of Z.A.C., R.G. and G.P. Notes.
2. Supervision over correspondence relating to Bonds Section, G.P. Notes and P.L.C.
3. Checking of both lists of accounts of Central Section (Receipt and payment) with reference to schedules, vouchers and marking of covers to proper section before despatch to A.G.
4. Checking of Pass Books.

...

Annexure No. 20 (Ref. Para 2.31)DUTY LIST OF THE OFFICIALS OF THE LUCKNOW COLLECTORATE
D.C.'s RESIDENCE OFFICEI. Stenographer

1. Cipher code.
2. Internal Security Scheme.
3. Civil Defence scheme.
4. Files relating to complaints against the and enquiries regarding Gazetted Officers on the district staff.
5. Annual confidential reports and other matters connected with this.

II. Senior Consolidation Assistant

1. Papers relating to appeals under the Consolidation of Holdings Act.
2. Papers relating to other Consolidation work.
3. Collection of material required for the fortnightly report.
4. Receipt of dak at the residence office in accordance with the instructions given separately.
5. Maintenance of record of receipts and their despatch to officers/offices.
6. Receipt of files submitted by different offices and transmission of these files back to the office concerned after orders of the Deputy Commissioner.
7. Maintenance of register of files/^{and}~~under~~ records maintained at the residence office including records of the confidential almirah.
8. Supervision and maintenance of log books of vehicle statements relating to expenditure on vehicles receipt and clearance of bills relating to vehicle.

9. Maintenance of account of expenditure of Intelligence Fund.
10. Maintenance of record of leave applications of inferior staff attached to residence office.
11. Indenting and custody of stationery and service postage stamps at the residence office.

III. Assistant to S.T.

He will carry out the work which may be given to him by the Stenographer or the Senior Consolidation Assistant. The responsibility for execution of the work in respect of the particular item will, however, continue to be that of the Stenographer or the Senior Consolidation Assistant.

....

ANNEXURE NO. 21 (Ref. Para 2.34 c)TOTAL AMOUNT SPENT DURING THE CALENDAR YEAR 1986 ON
PAID UP AMT

Rs. 1977.30 paise

(Rs. one thousand nine hundred seventy seven and paise
thirty only)

..

COLLECTORATE KANPUR IN ONE YEAR.

Annual	Time	Remarks.
2	10 days	1.No.of fortnightly
27	30 "	Returns submitted 436
Nil	Nil	
12	30 days	2. No of monthly returns.
3	5 "	Submitted-639
1	30 "	
Nil	Nil	3.No. of quarterly return
1	1 day	Submitted 160
3	10 "	
2	18 "	4.No. of six monthly returns
1	10 "	Submitted 40
1	6 "	
6	18 "	5. No. of Annual Returns Submitted 78.
Nil	Nil	
2	6 days	
1	1 days	

ANNEXURE NO. 22 (REFERENCE PARA. 306.1)

STATEMENT SHOWING NUMBER OF PERIODICAL RETURNS SUBMITTED BY THE OFFICIALS OF COLLECTORATE KANPUR IN ONE YEAR.

Designation	NO. OF RETURNS AND WORKING TIME COVERED.										Remarks
	Fortnightly Time	Monthly Time	Quarterly Time	Six monthly Time	Annual Time	Time					
2.A.C.Clerk	144	200 hours 36 80 hrs	20	20 days	4	10 days	2	10 days	1. No. of fortnightly		
C.R.A.	182	188 Hrs. 144 160 hrs	20	16 "	16	16 "	27	30 "	Returns submitted 436		
J.A.	W11	36 134 "	8	12 "	W11	W11	W11	W11			
Master Seder	"	36 72 "	24	16 "	4	8 "	12	30 days	2. No. of monthly returns.		
Revenue Assistant	"	36 108 "	8	3 "	W11	W11	3	5 "	Submitted-639		
Bill Clerk	"	24 24 "	W11	W11	W11	W11	1	30 "			
A.R.A.I	"	12 28 "	W11	W11	W11	W11	W11	W11	3. No. of quarterly returns		
G.C.	"	12 12 "	8	8 days	8	36 days	1	1 day	Submitted 160		
Stamp Clerk	"	36 134 "	4	3 "	W11	W11	3	10 "			
Excise Clerk	"	24 106 "	8	38 "	W11	W11	2	18 "	4. No. of six monthly returns		
A.R.A.II	"	12 26 "	4	4 "	W11	W11	1	10 "	Submitted 40		
J.A.A.II	"	13 30 "	8	6 "	W11	W11	1	6 "			
Arms Clerk	"	W11 W11	4	5 Hrs.	4	10 days	6	15 "	5. No. of Annual Returns Submitted 78.		
L.R.C.	"	" "	16	21 days	W11	W11	W11	W11			
A.T.F.Clerk	"	" "	20	18 "	"	"	2	6 days			
A.R.A.III	"	" W11	W11	W11	2	3 days	1	1 day			
Workmen compensation	"	" "	"	"	2	1 day	W11	W11	6. Total working time consumed in preparing all these statements 388. 4 days in a year		
Form Keeper	"	" "	"	"	W11	W11	1	2 days			
Seder Kanungo	"	108 410 Hrs. 8	6 days	10	6 days	15	10 days		7. Besides the above, state-nts, some sectional heads have informed that they have to prepare up numberable other unscheduled state-nts, e.g. C.R.A section at Lucknow has to prepare, on an average one W11. statements per day.		

ANNEXURE NO. 23 (Reference, para 306.)

ROSTER OF INSPECTIONS OF VARIOUS BRANCHES OF COLLECTORATE, LUCKNOW TO BE MADE DURING THE YEAR 1966-67

Designation of Inspecting Officer,	MONTHS												
	April 1966	May 1966	June 1966	July 1966	August 1966	September 1966	October 1966	November 1966	December 1966	January 1966	February 1966	March 1966	
1	2	3	4	5	6	7	8	9	10	11	12	13	

Deputy Commissioner Sections for inspections will be decided by D.C. according to requirements.

Addl. Distt. Magistrate (C.D.)

Addl. Collector	Court S.D.O. Sader	Court S.D.O. S.D.M. Mlg. Stamp Clerk	Arms Clerk	Extra Magis- courts	..	S.D./L.L. H.T. Ceiling	Wazir	Excise Clerk Probation Office	Pass port suit Clerk (Z.A.C)	J.A.

Officer-in-Charge	L.R.C./ S.K. Enquiry J.A. II Clerk J.A. III Library	Stamp Clerk Tlection Office	D.L.R.C. H.K. J.A. B.B.K. G.C. T.A.C. J.R.K.	R.R.K. C.R.A. Form Keeper	Arms Clerk and R.A. II

Office Superintendent	From Keeper Enquiry T.A.C. Clerk	Excise Clerk J.A. Clerk	S.K. B.C. LHM OAPC Ceiling	RK Nazir OAPC C.R.A.	Sales Clerk Arms	J.R.K. D.L.R.C. R.A. II	R.A. III Stamp Clerk	F.F. Act. Librarian J.A. II J.A. III

- Notes:- 1. In addition to the above, Sectional Heads are required to make a detailed inspection of each clerk under them thrice a year with a gap of not more than four months.
2. Similarly all S.D.O.s/S.D.M.s are required to make inspections of court work once a quarter or often vide para 1101 of Revenue Manual. They are also required to carry out inspection of each police station and Town area, account (Twice a year) and periodical inspections of L.M.C's Tehsils and Excise and Arms and ammunition shops.
3. The Deputy Commissioner/ Additional Collector and Additional District Magistrate is also required to make inspections of five L.M.C's in each Tehsil, each Police Station and Tehsil at least once a year and of blocks if desired.
- Distribution of the work of inspection of Police Stations is to be decided by the D.M.

CATEGORY 'B'REDISTRIBUTION OF JUDICIAL ASSISTANT'S SECTIONJudicial Assistant

1. Correspondence relating to General Administration Department (IV)
2. Mercy petitions.
3. Classification of prisoners.
4. Appointment and renewal of Honorary Magistrate.
5. Appointment and renewal of D.G.C./A.D.G.Cs.
6. Government appeals.
7. Cases under section 500 of Police Regulations.
9. Work relating to:- 1. Queen Victoria Memorial Fund
(ii) Gaya Prasad Life Saving Fund (iii) Kampur Dependent Relief Fund.
10. State Guests.
11. Cases under D.I.R.
12. Nepal permits.

CATEGORY 'B'Assistant to J.A.

1. International passports/Pakistan passports etc. and no objection certificates.
2. Press declarations.
3. Newspapers and books.
4. Correspondence regarding Shops & Commercial Estt. Act.
5. Correspondence with Chemical Examiner, Agra and Serologist, Calcutta.
6. Miscellaneous petitions received from Government for enquiry.
7. Issue of citizenship certificates.

CATEGORY 'B'Assistant J.A. II

1. Fine register.
2. Submission of monthly/quarterly/annual statements.

- 200
3. Submission of monthly statement of undertrials.
 4. Monthly meetings.
 5. Submission of fortnightly attendance register of Stipendary Magistrates.
 6. Lunatics.
 7. Court notices and summons.
 8. Bills of D.G.C./Panel Lawyers.
 9. Births, death and Civil Marriages.
 10. Revision of sentence sheets/nominal rolls etc.
 11. Roster of dying declarations.
 12. Correspondence relating to Courts e.g. asking for copies of judgments etc.
 13. Prosecution of cases for violation of Press Act.

Category 'c'

Local Bodies Clerk

1. Correspondence relating to: (i) Town Areas, (ii) District Board (iii) Development Board and (iv) Cantonment Board.
2. Issue of schedule caste and backward class certificates on applications received with the orders of D.M. and A.D.Ms only.
3. All correspondence of Medical Department.

Category 'c'

Arms Clerk

1. Inquiries and issue of temporary licences in form K.
2. Inquiries and issue of licences for guns, rifles, pistols and revolvers.
3. Issue of import permits and preparation of licences in form VII.
4. Maintenance of registers of inspections of shops under the Arms, poison and Explosives Acts.
5. Suspension ~~withdrawal~~ and cancellation of Arms licences, its delivery and deposit.
6. Correspondence regarding verification of purchase and sale of Arms, ammunition and sulphur etc.

Category 'a'Assistant Arms Clerk

1. Preparation of new licences of guns, rifles, revolver and pistols.
2. Renewal of Firearm licences and poison licences.
3. Noting of registration, renewal and cancellation of arms licences in respective Thanawise registers.
4. Periodical returns.
5. Maintenance of registers of inspection of shops under Poison
the Arms,/~~Munition~~ and Explosives Acts.
6. Receipt and despatch of dak.
7. Noting applications for arms and deal with enquiries.
8. Issuing intimation about grant and rejection.
9. Maintenance of guard files.
10. Sending extracts of the unrenewed licences list to Police, returning renewed licences and bringing the registers upto date after issuing notices, if necessary, in individual cases.
11. Preparation of annual khatamias.
12. Consignment of closed files.
13. Daily restoration of papers and putting up of references.
14. Any other work entrusted by Arms Clerk.

CATEGORY 'a'REDISTRIBUTION OF WORK IN REVENUE ASSISTANT'S SECTIONRevenue Assistant

1. Preparation of pension papers of all ministerial officials and Gazetted Officers and correspondence thereto.
2. Pension cases of inferior Government servants.
3. Leave, posting, transfer etc. of I.A.S., U.P.C.S. Officers.
4. Annual remarks in the character rolls of Naib Tahsildars.
5. Extension of temporary officials of the Combined Office.
6. ~~Examination~~ The Government Treasurer and verification of security.
7. Compilation of Annual Revenue Administration report.
8. Notices u/s 92 C.P.C.
9. Correspondence relating to camping grounds.
10. Advances for purchase of cars etc. to Deputy Collectors.
11. List of holidays.
12. Distribution of work.
13. Periodical returns-submission of.
14. Supervision over the work of assistants in his section and inspection of the work of each assistant according to roster prescribed.

Category 'a'Asstt. Revenue Assistant I

1. Renewal of Revenue Agents certificates and maintenance of its register.
2. Maintenance of catalogue of notices u/s 80 C.P.C. Civil Suits and miscellaneous Writs.
3. Maintenance of Typewriters maintenance register and all correspondence relating thereto.

- 206
4. ~~Extra~~ Summons received from the Commissioner's Court for D.G.C. (Revenue).
 5. Summons received from the Courts of SDOs and J.Os for D.G.C. (Revenue).
 6. Bills of D.G.C. (Civil) submitted by him relating to Civil suits and appeals.
 7. Maintenance of Guard files.
 8. Disposal of processes received from other districts for service and return thereof after execution.
 9. Securities of officials handling Government money.
 10. Files relating to Treasure Trove.
 11. Register of Hotels, Serays and Dharamshalas.
 12. Preparation of annual revenue statements.
 13. Consignment of closed files.
 14. Preparation of consolidated list of returns for whole district.

Asstt. Revenue Assistant II

1. Issue of domicile certificates.
 2. Verification of financial status and issue of certificates.
 3. Verification of character and antecedents of persons recruited for Government service.
 4. Recovery of Court fees in pauper suits and decrees.
 5. Maintenance of misilband register and pauper suit register.
 6. Work relating to Old Age Pension, Political Pensions/
- Asstt. Revenue Assistant III.

1. Type work of Revenue Assistant.
2. Compliance of inspection notes recorded by local authorities and higher authorities.
3. Maintenance of roster of inspections.

Bill Clerk

1. Preparation of monthly bills of revenue establishment

3. Submission of budget estimates under various heads.
4. Preparation of advances, final payment bills of officials, and officers (G.P.F. or C.P.F.).
5. Dealing with the correspondence of the A.G. U.P., objection higher authorities and objections in pension cases.
6. Maintenance of G.P.F. Account.
7. Submission of A.K.R.
8. Dealing with the deductions of Society dues.
9. Preparation of arrear and supplementary bills.
10. Leave applications of Ministerial staff.
11. Preparation of Income Tax calculation of Gazetted Officers.
12. Audit party objections pointed out by them on the spot

Category 'a'

Asstt. to Bill Clerk

1. Preparation of monthly bills of miscellaneous establishment.
2. Preparation of monthly bills of Gazetted Officers.
3. Preparation of annual list of officials attaining 58 years of age.
4. Submission of all statements of the branch.
5. Maintenance of service rolls of temporary establishment
6. Consignment of closed files.

Category 'a'

Excise Clerk

1. Auction arrangement of country spirit, bhang and tari shops in the district.
2. Preparation of bid sheets and auction register at the time of Excise annual auction.
3. Preparation of reports and statements for submission to the Excise Commissioner, U.P. Allahabad after annual auction.
4. Maintenance of register of Foreign Liquor licences.

5. Renewal of foreign liquor licences and realization of advance money from them.
6. Checking of the Excise demand and collections.
Registers and issue of reminders to Tahsildars and Excise Inspectors.
7. Preparation of the list of all the licences of the district for each Tahsil and Excise Inspector.
8. Preparation of annual appendices and report for submission to the Excise Commissioner.
9. Despatch of confiscated Opium to Ghazipur.
10. Checking of quarterly excise statements prepared by the Assistants.
11. Preparation of quarterly crime and consumption statements of all the Excise Inspectors and its submission to the Asstt. Excise Commissioner in time.
12. Maintenance of register of reward and contingency grants sanctioned by the Excise Commissioner.
13. Disposal of reward and expenses applications submitted by the Excise Inspector and Police staff.
14. Correspondence regarding demand of additional grant and submission of reward and expenses applications to the Excise Commissioner if amount exceeds Rs.100/-.
15. Preparation of the compliance report of the inspection note made by the Officers.
16. Renewal of L-1, L-2 Dangerous Drugs licences, F.L. 16, F.L. 17, PG-1 PH II licence I and all other Excise misc. licences of the district.
17. Maintenance of register of Prohibition grant and disposal of its expenses applications.
18. Renewal of Opium O-4 and O-5 licences.

19. Passing of all Treasury Challans of all kinds of
Excise receipts and duty etc.
20. Preparation of all excise licences.
21. Delivery of all kinds of licences and permits to
respective licences.
22. All correspondence and reports of Excise section.
23. All peahi work to the officers of the district.
24. To see all the dak of Excise section and endorse
orders thereon.
25. General supervision of the work of his assistants.

Category 'a'

Assistant Excise Clerk

1. Maintenance of all the registers of charge sheets,
and their despatch to Courts concerned.
2. Maintenance of the register of Excise receipts and
its monthly verification from the Treasury.
3. Maintenance of Guard files.
4. Realisation of composition money from the licensee
in breach cases.
5. Issue of notices to Excise licensees in Excise breach
cases.
6. Preparation of import and export permits of Foreign
Liquor.
7. Preparation of import and export permits of dangerous
drugs.
8. Preparation of F.L. 1B permits.
9. Preparation of PH 4 and PH 5 permits.
10. Preparation of excise monthly expenditure statement.
11. Submission of monthly Dangerous Drugs statement.
12. Preparation of monthly statement of Cotton cases.
13. Preparation of fortnightly, quarterly and annual
statements of Medicinal and Toilet preparations.
14. All typing work of Excise Section.

15. Consignment of decided files.

16. Any other work of Excise Section assigned by the
Excise Clerk.

Petrol Clerk

1. Maintenance of petrol, H.S.D. and L.D.O. register and its posting.
2. Passing of the Treasury Challans of petrol dues etc.
3. Renewal of petrol, H.S.D. and L.D.O. registers certificates.
4. Renewal of Carbide and Kerosene oil licences.
5. Correspondence regarding issue of the no objection certificate.
6. To receive and despatch of all dak of Excise section.
7. Posting of Treasury challans in the Excise demand and collection registers.
8. Preparation of quarterly excise receipt statement.
9. Consignment of decided files in respect of petrol correspondence.
10. Compliance of petrol breach of cases and realization of composition money from the licensees.
11. Preparation of vouchers of reward and expenses applications.
12. Maintenance of cost price of liquor and drugs.
13. Preparation of vouchers of payment of cost price of liquor and drugs.
14. Any other work assigned by the Excise Clerk.

Lease Clerk

1. Correspondence relating to renewal of leases.
2. Correspondence relating to the mutation of names of persons who purchase the lease rights.
3. Correspondence relating to the grant of new lease deeds.

4. Miscellaneous enquiries relating to the Nazul land.
5. Verification of Nazul properties annually with the Nagar Mahapalika records, Zila Parishad and P.W.D.
6. To contact DCO (Civil) for opinion in certain cases.
7. To contact the Nagar Mahapalika and Zila Parishad for expediting the references.
8. Maintenance of guard files.
9. Correspondence regarding collection of 1/4 share of the Government from the Nagar Mahapalika and Zila Parishad.
10. Correspondence relating to the grant of permission for division of Nazul properties among the lessees.
11. Correspondence relating to the new construction over the Nazul land.
12. Consignment of closed files.
13. Maintenance of files register.
14. Correspondence regarding removal of objections detected during the quinquennial checking of Nazul property.
15. Any other work entrusted by the O.C. Nazul or O.S.

Category 'a'

Stamp clerk

1. Maintenance of registers of daily receipts and charges.
2. Maintenance of Mailband register.
3. Dealing with impounded cases under the Stamp Act and issuing notices to the parties.
4. Dealing with adjudication of stamp cases.
5. Dealing with refund applications under Stamp Act.
6. Maintenance of register of Stamp Vendors appointment and renewal.
7. Maintenance of register of probate cases.
8. Maintenance of register of inspection notes and compliance.

9. Maintenance of register of inspections done by the Stamp Officer of the Record Room.
10. Maintenance of Stamp Officers note book.
11. Maintenance of register of periodical returns and their submission.
12. Preparation of budget.
13. Maintenance of register of demand and collection and issuing recovery slips of the cases done by AM Incharge Stamp, Inspector of Stamps and Registrar and Special Stamp Officer and dealing with the cases of other district.
14. Consignment of files.
15. Miscellaneous correspondence regarding evasion of stamp duty.
16. Passing of indent of stamp prepared by the T.O.
17. Checking of commission on the ends of Stamp vendors.
18. Other work entrusted by the Stamp Officer.

ANNEXURE NO. 26 (Ref. Para 3.08)REDISTRIBUTION OF WORK IN C.R.As SECTION

Category 'a'

C.R.A.

1. General supervision over the work of his assistants.
2. Maintenance of diary.
3. Yearly inspections of the L.R. & Takavi account of Tahsils.
4. Annual inspection of Takavi Accounts of Blocks.
5. Quarterly inspections of:-
 - (a) Ist Asstt.
 - (b) IIInd Asstt.
 - (c) A.C.R.A. (R)
 - (d) A.C.R.A. (G)
6. Maintenance of character rolls of the members of the staff of Integrated Collection Scheme.
7. Attending to important correspondence to Government, Board, Commissioner, Board's Accounts Officer and A.G. etc. that may pass through him.
8. To see that compliance of inspection notes of Collector, Addl. Collector (RA) and others is properly made.
9. To arrange for the meetings of the Tahsildars and other officers whenever these may be necessary.
10. To arrange for the annual meeting of the District Emergency Flood Relief Committee.
11. To watch preparation of relief proposals and their submission in time.
12. To watch timely submission of periodical returns.

Cat. 'a'

A.C.R.A. (R)

1. Maintenance of receipt, despatch and movement of files register.
2. Maintenance of accounts of N.C.R.F. and evacuee property.
3. Submission of fortnightly, quarterly, six monthly

and annual statements relating to N.C.R.F. and
Evacuee property.

4. Maintenance of accounts of 64 famine relief.
5. Compliance of audit inspection notes relating to
N.C.R.F. and Gratiuous relief.
- ~~6. Compliance of audit inspection notes~~
6. Compliance of the minutes of the meeting of the
Distt. Emergency Relief Committee.
7. Maintenance of local Fund Accounts and compliance
of Audit inspection notes connected therewith.
8. Correspondence concerning village famine test work.

Cat. 'a'

Ist Assistant

1. Preparation of pay bills of collection staff.
2. Preparation of contingent bills.
3. Preparation of monthly statement of expenditure.
4. Compliance of the order passed on the inspection
note concerning payment etc.
5. Preparation of statement of excesses and savings.
6. Preparation of budget estimates under head 9 Land
Revenue pertaining to collection establishment and
contingency.
7. Maintenance of the following registers:-
 - (a) Bill Book.
 - (b) Register in form 110
 - (c) Register in F.47A
8. Register of contingency.

Category 'a'

IInd Assistant

1. Dealing with Takavi accounts.
2. Submission of budget estimates under head IX Land
revenue, ~~General Takavi~~ Receipts Takavi.
3. Submission of six monthly and annual statements of
L.R., Canal and Takavi etc.

4. Maintenance of the following registers:-

1. Kistwar registers.
2. Register in form XVIII
3. Takavi registers.
4. Daily collections register.
5. Register showing suspension of Takavi loans.
6. Dead Stock register.

5. Annual reconciliation of Takavi accounts.

6. Dealing with all correspondence concerning Takavi matters.

(Category 'a')

A.G.P.A. (C)

1. Maintenance of service books of all the members of collection branch.
2. Maintenance of personal files.
3. Compliance of orders of inspection notes concerning establishment.
4. To track compliance of inspection notes made by the Board of Revenue, Ayukt, Allahabad Mandal, Allahabad, Audit party of A.G. Accounts Officer, Board of Revenue.
5. Submission of statements concerning establishment.
6. Statement of pension cases.
7. Maintenance of the following registers:-

1. Gradation list.
2. List of approved candidates.
3. Order book.
4. Disciplinary proceedings register.
5. Register of pension cases.
6. Casual leave register.
7. Register of serious irregularities.

8. Dealing with correspondence relating to the collection establishment, their leave and promotion etc.

9. Any other work entrusted.

Category a)

Takavi Clerk

1. Daily posting of L.R., Canal and Takavi dues.
2. Preparation and submission of fortnightly, monthly and quarterly statements concerning L.R., Canal and Takavi
3. Maintenance of surplus accounts of L.R., Canal and Takavi etc.

4. Submission of statements of Takavi loans of over Rs.2000/-.
5. Submission of statement showing short realization of interest.
6. Statement showing A, B & C category of L.R., and Agriculture Seed Store.
7. Verification of reduction and remission of L.R. on lands required.
8. Any other statements that are asked for concerning L.R., Canal and Takavi dues.
9. Correspondence relating to L.R. and Canal.
10. Compliance of proceedings of the meetings of Tahsildars and of other inspection notes.

(Category b)

A.C.R.A. (Misc)

1. Dealing with miscellaneous recovery files.
2. Preparation of statement of miscellaneous recovery.
3. Statement showing Millwise Provident Fund dues and its verification.
4. Maintenance of registers of Miscellaneous recoveries.
5. Maintenance of despatch register relating to miscellaneous recoveries.

(Category a)

Miscellaneous Clerk

1. To help the Ist Assistant in the preparation of pay bills.
2. Maintenance of G.P.Fund account of Class IV Govt. servants and submission of statements connected therewith.
3. Maintenance of the following registers:-
 1. Register of forms.
 2. Register of Bills presented in the Treasury.
 3. Register showing month and Tahsilwise pay of Collection staff.
 4. Register of B.M. 9.

4. Maintenance of register of 10% deduction towards security deposited by Amins.

5. Stationary register.

(category a)

Treasury Clerk

1. All typing work of the office.

2. Consignment of all records.

3. Passing of T.A. bills.

ANNEXURE III. 27 (Def. Para 3.02)

(Category a)

REDISTRIBUTION OF WORK IN SADAR KANUNGO'S SECTIONSadar Kanungo

1. Supervision of work of Land Records Clerk, Addl. Land Records Clerk, Ceiling, V.J.K. and A.I.T. Clerk, D.L.R.O. Office Clerks and their inspections.
2. Inspection of Registrar Kanungo.
3. Supervision of Lekhpal record Room and inspection of the work of A.R.K. (Patwari Mund).
4. Scrutiny of diaries of S.Ks and drafting of scrutiny report.
5. Maintenance of delinquency register of S.Ks, R.Ks, and A.R.Ks.
6. Checking of lekhpal registers.
7. Gradation list of S.Ks, R.Ks and A.R.Ks and lekhpals.
8. Maintenance of check register.
9. Maintenance of stock book of survey instrument and the staff.
10. Maintenance of lists of approved candidates to officiate as S.Ks and A.R.Ks.
11. Maintenance of register of qualified lekhpal candidates.
12. Checking of statistical returns received from Tahsil and drafting of explanations of variations and explanatory memos.
13. Maintenance of qualified lekhpal candidates.
14. Checking of statistical returns received from Tahsil and drafting of explanations and variations and explanatory memos.
15. Checking of the indents of Lekhpal, Kanungo and H. J. forms.
16. Scrutiny of compliance made on inspection notes.

17. Submission of proposals in leave and other vacancies.
18. Noting and drafting of important files.
19. Noting on various technical points raised by S.D.Os, Tahsildars.
20. Checking of budget prepared by the L.R.C.
21. Maintenance of distribution of lists of lekhpals circles between S.D.Os, Tahsildars and Naib Tahsildar.
22. Nomination of Patwaris and S.Ks for higher posts
23. Posting of correction slips in Land Records Manual.
24. Admission of Patwari School.
25. Quinquennial live stock occurrence work.
26. Drafting of annual and general administrative reports.
27. Maintenance of S.Ks circle maps under para 466 of Land Records Manual.
28. Supervision of assessment of Land Revenue in alluvial village.

(Category 'a')

Land Records Clerk

1. Noting and drafting of ordinary references.
2. Type work.
3. Maintenance of office files.
4. Maintenance of service and character rolls.
5. Maintenance of Check register.
6. Preparation of Land Records budget.
7. Checking of T.A. Bills.
8. Preparation of pay of L.R. staff excluding lekhpals.
9. Maintenance of gradation list of officiating

10. Maintenance of approved list of officiating chances of A.R.Ks.
11. Encumbered statement.
12. Bhoodan work.
13. Pension work of Land Records Section.
14. Maintenance of register of arrears claims.
15. Consignment of files.

(Category 'c')

Addl. Land Records Clerk

1. Register of increment and deductions of lekhpals and disposal of cases.
2. Compilation of statistics.
3. Maintenance of register No. R. 57.
4. Maintenance of crop cutting files.
5. Preparation of indent of forms of Land Records staff.
6. Preparation of salary bills of land records staff i.e. lekhpals.

(Category 'a')

A.I.T. Clerk

1. Preparation and issue of notice u/s 7(2) of the V.J.K. Scheme and other notices.
2. Amalgamation of V.J.K. cases.
3. Preparation and submission of periodical returns.
4. Maintenance of all the registers relating to V.J.K. scheme.
5. Issue of recovery certificates to Tahsils.
6. Accounts work relating to collection of A.I.T. L.L.H.T. and V.J.K. dues.
7. Any other work entrusted by the authorities.

(Category 'c')

Senior Clerk (D.L.R.O. Office)

1. Z.A.F. Scheme
2. Z.A.C. Scheme

3. R.G. Scheme.
4. Adilvasi Scheme.
5. L.M.C., Forest, Fisheries, Hats, Bazaars and
Malas.
6. Urban Area Zamindari Abolition work.
7. Mines and Minerals.

(Category 'a')

Junior Clerk

1. Gram Sabha litigation work.
2. Payment of bills of D.G.Gs and G.S.P.Ls.
3. Maintenance of consolidated Gram Fund Account.
4. Receipt and despatch of dak.
5. Preparation of pay bills, T.A. bills and
contingent bills.
6. Periodical returns and statements.
7. Consignment of files.
8. Maintenance of dead stock register.
9. Compliance or inspection notes.
10. Stationery and forms.
11. Service books and service records.
12. Typing work.

ANNEXURE NO. 26 (Ref. Para 3.08)REDISTRIBUTION OF WORK IN NAZIR'S SECTION

(Category 'a')

Nazir Sadar

1. General supervision of Naib Nazir's work under the Amari system of work and contractors work of Sadar buildings.
2. Correspondence with higher authorities and maintenance of its files.
3. Preparation of budgets and estimates.
4. Dealing with building work e.g. preparation and checking of lists of estimates of petty projects, capital and revenue accounts of residential ~~hkr~~ buildings, monthly and annual statements regarding buildings, call for the tenders regarding annual, a special and cordial repairs and other works of petty natures, maintain registers regarding buildings and deal with revision of rent statements .
5. Dealing with Malkhana e.g. register No. II to receive all articles for sale, to sell and deposit the sale proceeds, register of arms & ammunitions, tents maintenance, repairs and issue to the touring officer other camp equipments except furniture, repairs and issue.
6. Purchase of new furnitures.
7. To take over the cash at the close of the day and keep it in single lock and reissue it in the next morning to Naib Nazir (Cash). The sum above Rs.3000/- should be kept in the departmental chest of double lock, the key of which will remain with the O.C.Nazarat.
8. To conduct the sale of shops of the Court compound and obtain contract deeds.

9. Supervision of the work of cleanliness of
Collectorate and Court compound.

(Category 'a')

Naib Nazir I

1. To deal with saleable forms.
2. To deal with peons (pay bills, maintenance of service rolls of peons at Sadar, gradation list, candidate and waiting list, leave, pension papers, refund of security, obtain their security, duties, liveries and clothing (measures to secure efficiency in inferior Government servants.
3. Reservation of Circuit House.
4. Consignment of closed files.
5. Periodical statements.
6. To deal with perishable items.
7. Supervision over the work of Mali, Coolies and sweepers.
8. Sales of waste papers.
9. To make all arrangements for tour.
10. Arrangements of hot and cold weather.
11. All repairs including annual repairs of Collector's residence done under Amari system, repairs to electric and other installation, repairs of clocks.

Category 'a')

Naib Nazir (Cash)

1. To deal with all sort of cash transactions.
2. Periodical returns regarding expenditure in contingencies.
3. Consignment of records relating to accounts.
4. Correspondence with A.G. and other offices relating to accounts.
5. To deal with contingency register and allotment of funds of various sections of the Collectorate.
6. To deal with outstanding undischarged items.

7. To keep accounts and deal with the affairs regarding servants paid from contingencies.
8. Printing and binding.
9. Telephone bills.
10. T.A. bills of inferior of Government servants.

(Category 'a)

Najib Nazir III

1. Maintenance of register no. 6 and keep accounts of service postage stamps.
2. Arrangement of delivery of local dak.
3. Maintain stock book of furniture verification.
4. To maintain income of the Court compound.
5. Recovery of licence fee of P.W. and rent of chambers.
6. Petition writers.
7. Booking and taking delivery of parcels.
8. Consignment.
9. Rainfall.
10. T.A. bills of dak peons.
11. To deal with summons of Board and Commissioner's office.
12. Cycles.
13. Bastas.
14. Arrangement of annual repairs under Amani system of Sadar building and maintenance of its accounts.
15. Maintenance of accounts of Class IV Government servants. Submission of returns relating to it.

Application for the sanction of a fire-armFACTS:-

1. Application for the sanction of a licence for Revolver was received in the Kanpur Collectorate on 21.6.65
2. Report of Tahsildar to whom the application was referred to for enquiry was received on (sanction recommended) 13.8.65
3. Report of Police who conducted the verification proceedings was received on (sanction recommended) 18.9.65
4. A.C.M. I (O.G.Arms) recommended the grant of licence on 18.11.65
5. A.D.M. (City) disagreed with O.G.Arms on the plea that the applicant was not of the requisite status and means. He submitted his dissenting note to D.M. on 20.12.65
6. Application rejected by D.M. on 23.12.65
7. Intimation sent to the applicant on 10.1.66

ANALYSIS:-

1. Time taken to dispose of the application was a little more than 6½ months.
2. Time taken by the investigating authorities, Tahsildar and Police was more than 3 months.
3. Time taken by the concerned section and at the A.D.M. level was 3 months.
4. Time taken at the decision making level was 3 days.
5. Time taken to inform the applicant about the fate of his application was 17 days.

APPLICATION FOR THE GRANT OF OLD AGE PENSIONFACTS:-

1. Application for the grant of Old Age Pension was received by Tahsildar on 23.7.65
2. Enquiry report was submitted by Kurk Gain 3.11.65
3. The case was referred to the Civil Surgeon for medical examination on 16.12.65
4. Medical examination report was received from the Civil Surgeon on 1.1.66
5. Recommendation in favour of granting Old Age Pension to the applicant made by the Tahsildar on 1.1.66
6. D.M.'s recommendation in favour of the applicant was made on 4.1.66
7. Date of sanction accorded by the Labour Commissioner could not be made available. On enquiry it was revealed that the Labour Commissioner's office takes about two months to dispose off all such applications.

ANALYSIS

1. Time taken to process and dispose off the application till final recommendation by the D.M. was about 5½ months. Another two months are to be added to this being the time taken in the Labour Commissioner's office.
2. Time taken at the enquiry stage was about 3½ months.
3. Time taken to obtain medical report was two months.
4. Time taken at the level of D.M. to make his final recommendation was 3 days.
5. As per information conveyed by the office of Labour Commissioner, two months must have been taken to communicate the applicant about the grant of Old Age Pension.

APPOINTMENT OF HONORARY MAGISTRATES

283

FACTS:-

1. Notification for filling in 3 vacancies of Honorary Magistrates appeared on 24.4.63
(Applications were to be received by 7.5.63 i.e. time given for applications to reach was 15 days).
2. All the applications received were sent to Police, Tahsildar and District Intelligence staff for enquiring and verification on 14.5.63
3. Reports were received from Police, District Intelligence staff and Tahsildar on various dates between 24.5.63 and 9.8.63.
4. Meeting of the District Selection Committee was held on 29.8.63
5. Recommendations of the Committee (12 names were recommended) were sent to the Government on 10.9.63
6. Government, instead of approving the recommendations outright asked for the recommended names to be arranged in order of preference on 15.10.63
7. Meeting of the District Selection Committee for recommending names in order of preference was held on 6.12.63
8. Recommendations were sent to Government on 19.12.63
9. Orders of approval from Government were received on 17.2.64
10. Orders for ~~appointing~~ appointment and training of the approved candidates were issued by A.D.M. (City) on 9.3.64

ANALYSIS

1. Time taken to finalise the appointment of Honorary Magistrates was 10½ months.

3. The officials of the section and the officers concerned took about 4½ months to complete the formalities requisite for making the recommendation.
4. Government took about 2 months to take the decision.
5. The section concerned and the A.D.M. (City) took 22 days to communicate the decision of the Government to the approved candidates.

APPLICATION FOR FINANCIAL ASSISTANCE TO PERSONS
DISTINGUISHED IN LETTERS, ARTS AND SUCH OTHER WALKS
OF LIFE WHO MAY BE/IN-INDIGENT CIRCUMSTANCES.

IN

FACTS:-

1. Application for financial assistance by an accomplished singer who was in indigent circumstances was received on 16.8.66
2. The matter was referred to Tahsildar for enquiry on 3.10.66
3. Intimation about the receipt of the report of Tahsildar was communicated by O.C.C.O. to A.D.M. (City) on 27.10.66
4. The applicant was called for a personal interview by A.D.M. (City) for a second time on (she was already interviewed once on 24.9.66) 29.10.66.
5. The matter was once again referred to Tahsildar for further enquiry on 29.11.66
6. Second report of Tahsildar was received on 11.1.67
7. A.D.M. (City) passed orders to the effect recommending that the applicant should be given a grant of Rs.50/- per month till her sons were able to earn their livelihood and were in a position to support her. The recommendation of A.D.M. (City) was communicated to Government on 20.1.67.

ANALYSIS

1. Time taken in disposing of the case at the Collectorate level was slightly more than 4½ months.
2. TTK Tahsildar took about 3 months time to submit his report.
3. About 10 days time was taken by A.D.M. (City) to communicate his final recommendation to Government.

ANNEXURE NO. 33 (Ref. Para 4.05)OFFICIALS WHO LEFT THE SERVICE OF KANPUR COLLECTORATE RECRUITED
THROUGH THE OPEN COMPETITIVE TEST BETWEEN 1949 to 1966

<u>Sl. No.</u>	<u>Date of Joining</u>	<u>Date of leaving</u>	<u>Duration of service</u>
1.	27.6.49	8.1.59	9 yrs. 7 months
2.	18.11.49	28.9.62	12 yrs 10 months
3.	29.12.51	1960	9 yrs.
4.	17.3.52	7.1.58	5 yrs 10 months
5.	13.12.52	6.8.57	4 yrs 8 months
6.	24.1.53	11.1.56	3 yrs
7.	17.2.53	17.7.64	11 yrs 5 months
8.	18.3.53	17.5.58	5 yrs 2 months
9.	25.5.53	21.7.56	3 yrs 2 months
10.	23.10.53	14.4.59	5 yrs 6 months
11.	5.1.54	1964	10 yrs
12.	11.10.58	1959	1 yrs.
13.	27.4.59	1.12.61	2 yrs 8 months
14.	23.6.59	1963	4 yrs.
15.	18.1.62	23.3.65	3 yrs 2 months
16.	1.4.62	14.9.65	3 yrs 5 months
17.	21.5.62	30.9.66	4 yrs 4 months

RULES FOR THE RECRUITMENT OF MINISTERIAL STAFF TO THE
SUBORDINATE OFFICES
(As amended upto December 31, 1964)

1. Short title and commencement- These rules may be called "Rules for the Recruitment of Ministerial staff to the Subordinate Offices" and shall take effect from the date of their notification in the official Gazette.

2. Definition- The term "subordinate office" shall include all offices under the control of the Governor of Uttar Pradesh, other than those of the Secretariat, the State Legislature, the High Court, and the Public Service Commission.

3. (1) Subject to the provisions of sub-rule (2) the recruitment to the lowest grade of the ministerial staff shall be made-

(a) by a competitive test, and

(b) by a selection of retrenched employees and ex-military personnel in the following order of priority:

(i) Ex-employees of the ~~Employment Bank~~ Employing Department.

(ii) Ex-employees of the Food and Civil Supplies Department.

(iii) Ex-employees of the Relief and Rehabilitation Department.

(iv) Ex-employees of the other Government Department.

(iv-A) Displaced goldsmiths.

(v) Reservists and Military Pensioners.

4. Calculation of vacancies- The head of the subordinate office shall ascertain the probable number of vacancies, if any, in his office during the course of the year and shall, if necessary, take steps to make

the fact generally known.

5. Tests to be held annually- The competitive tests shall be held at least once a year and at the time specified in the Schedule by each head of a subordinate office for posts not requiring technical knowledge, e.g. stenography:

Provided that if the strength of any office does not warrant annual recruitment, or recruitment in a particular year, a competitive test shall be held whenever it becomes necessary to recruit a ministerial servant to the office.

6. Subjects of the tests- (1) The competitive tests shall comprise a written test as well as an oral test.

(2) The subjects of the tests and the maximum marks on each subject shall be as follows:

Subjects		Marks
<u>O R A L</u>		
(1)	Personality	25
(ii)	General knowledge and suitability for the particular post	25
(iii) <u>W R I T T E N</u>		
(1)	Simple drafting (in Hindi)	50
(ii)	Essay and precis writing (in Hindi)	50
(iii)	Simple drafting and precis writing (in English)	50
<u>O P T I O N A L</u>		
(1)	Typewriting in English and Hindi	50
(ii)	Shorthand in Hindi and English	50

Note- Candidates must take one of the above mentioned optional subjects but may take both if they so choose.

7. Selection of candidates- (1) On the results of the test, the head of the subordinate office shall select a number of candidates sufficient to fill the

number of vacancies as ascertained in rule 4 and offer to them appointments as and when the vacancies occur according to the order of merit disclosed at the test.

(2) No one who has not been selected in accordance with sub-rule (1) shall be appointed to any vacancy unless the list of selected candidates is exhausted.

(3) Casual vacancies may be filled up by appointing persons who have not taken the test, but their further retention shall depend on their taking the next test and being selected in it.

8. Promotion- Appointments to higher posts shall continue to be made by promotion:

Provided that appointment by direct recruitment to the extent permitted by Government and in such manner as may be prescribed may also be made, where considered necessary in the exigencies of the service.

Annexure No. 35 (Ref. Para 4.16)SUGGESTED SYLLABUS OF TRAINING OF CLERICAL STAFF REGULARLY
REMITTED TO THE COLLECTORATE

Period: 3 months (commencing from 1.12 each year.	Theoretical	1 month
	Practical	2 months

Lectures on organization and functions of the Collectorate	Based on Revenue Manual	3 days
Treasury	Treasury Manual	

Lectures on (Indexing, despatch, (noting & drafting, (practic writing in Hindi and English, (preparation, classi- (fication and mainte- (nance of files, (consignment of files, (weeding of records.		10 days
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Lectures on (Financial rules with (special reference to (heads of grants to (Collectorates in the (various sections and (preparation of esti- (mates of petty works, (preparation of T.A. (and Pay bills of (officers and lower (staff; maintenance (service books, (character rolls, (Class IV G.P. Fund (Accounts (based on (F.H.B., Takavi (Rules, Pension Rules)		7 days
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Lectures on (Service rules and (conduct (based on (Govt. servants (Conduct Rules, (Classification, (Control & Appeal (Rules, M.G.O.		10 days
---	--	---------

30 days

Criminal Record Room	3 days	
Revenue Record Room	3 days	
Sadar Kamungo	3 days	
C.R.A.	3 days	
Enquiry Office	3 days	
O.S.	3 days	
Nasir	3 days	
CrI. Ahamed to a Court	3 days	
Rev. Ahamed to a Court	3 days	
Peshkar	3 days	42 days

On-the-table training with

Tahsil officials particularly

Nasir, Registrar Kamungo, Sub-

Treasury, J.M., U.B.V.

10 days

Treasury Officials particularly those dealing with pensions, Sub-Treasury accounts, stamps, double local, Central & State accounts

3 days
60 days

Reassemble after practical training for a

3 day sum up and test in Precise writing & drafting
(both in English and Hindi)

Theoretical lectures may be delivered by O.S. and his specially selected staff particularly Nasir, B.C., G.C. and Treasury Head Clerk besides O/C C.O. Treasury Officer and supplemented by written notes.

The candidates should maintain a diary which should be submitted once a week through the official-in-charge Section to the O.S.

Officials and officers delivering lectures should be paid an honorarium. The officer-in-charge Combined Offices should be designated as Training Officer.

ANNEXURE NO. 36 (Ref. Para 4.10 B (1))

STATEMENT SHOWING DISCIPLINARY PROCEEDINGS INSTITUTED
AGAINST THE OFFICIALS OF THE KANPUR COLLECTORATE,
PUNISHMENTS AWARDED AND THE TIME TAKEN IN CONDUCTING
THEM DURING THE YEAR 1964, 1965 AND 1966.

Year	Sl. No.	Punishment awarded	Duration of pro- ceedings
1964	1.	Further increments for a period of two years stopped with cumulative effect and adverse entry made in character roll.	81 days
1964	2.	Reduced by one stage in his present time scale without cumulative effect	77 days
1964	3.	Reinstated. His further increments will be with-held for a period of two years without cumulative effect and will not be paid beyond subsistence allowance	60 days
1964	4.	An adverse entry made in character roll	76 days
1964	5.	Reinstated and will not be paid anything beyond subsistence allowance. His further increment for a period of two years with-held	125 days
1964	6.	An adverse entry made	126 days
1964	7.	An adverse entry made	126 days
1964	8.	An adverse entry made	120 days
1964	9.	Reduced by two stages in his present scale	61 days
1964	10.	Increment with-held for a period of one year	102 days
1965	11.	As in case no. 5	87 days
1965	12.	An adverse entry made	40 days
1965	3.	One increment stopped	43 days
1965	4.	Reinstated. Will not be paid beyond subsistence allowance already paid. Increment with-held for a period of two years without cumulative effect	72 days
1965			

1965	5.	Increment for a period of 2 years withheld. Adverse entry awarded. Not to be shifted from Darapur for two years.	33 days
1965	6.	An adverse entry made	108 days
1965	7.	Reinstated from the date of suspension. He will be allowed only half of my pay for the period of suspension. The period will, however, count towards pension. An adverse entry also made in the character roll	180 days
1965	9.	An adverse entry made in character roll	101 days
1965	9.	An adverse entry made in character roll	189 days
1965	10.	-do-	194 days
1965	11.	-do-	192 days
1966	1.	Let off	192 days
1966	2.	Charges not proved	160 days
1966	3.	Charges not proved	158 "
1966	4.	Censured	160 days
1966	5.	An adverse entry made	135 days
1966	6.	An adverse entry made	110 days
1966	7.	Official expred proceedings dropped	195 days
1966	8.	Removed	206 days
1966	9.	Reinstated and punished with stoppage of one increment with postponment of future increments. He will not get any salary beyond the subsistence allowance already allowed	116 days
1966	10.	Two increments withheld with no cumulative effect. Not to be posted in Court line through out service and be transferred to Tahsil	107 days
1966	11.	-do-	-do-
1966	12.	His two increment withheld with no cumulative effect. Not to be posted in Court line for 10 years and transferred to Tahsil	180 days

294

1966	13.	Reinstated. His increment for two years withheld with future effect. He will not be paid any pay for the period of suspension except the subsistence allowance already paid	81 days
1966	14	Reinstated will get 3/4th pay for the period of suspension	91 days
1966	15.	Reinstated one increment withheld which will not effect in future increment will not get pay beyond the subsistence allowance already paid	100 days
1966	16.	One increment withheld with future effect	100 days
1966	17.	An adverse entry made	106 days
1966	18.	A warning given	105 days
1966	19.	Charges not proved	105 days
1966	20.	An adverse entry made	38 days

ANNEXURE NO. IV (Ref. Para 4.21)

STATEMENT SHOWING VARIOUS BRANCHES OF COLLECTOR TE KATPUR WITH THE DATES OF INSPECTION BY THE COLLECTOR, ADDITIONAL COLLECTOR (CITY) AND ADM. COLLECTOR (RA), OFFICER-IN-CHARGE, OFFICE SUPERINTENDENT AND SECTIONAL HEADS FOR THE CURRENT FINANCIAL YEAR 1966-67.

Name of Offices	D.M.	A.D.M. (City)	ADM (RA)	Officer-in-charge	O.S.	Sectional heads	Remarks
1. Revenue Record Room	19.10.66	-	15.10.66	27.7.66/ 11.8.66/ 28.2.67	10.5.66/ 30.11.66	14.7.66/24.10.66/27.1.67	
Criminal Record Keeper & his Assts.			23.1.67	15.9.66 28.11.66	15.7.66/30.12.66 20.3.66	4.4.66/12.7.66/31.10.66 3.11.66/1.2.67	
Form Keeper		7.9.66 10.10.66		23.9.66	12.8.66/15.10.66 10.10.66	8.7.66/28.10.66	
2. Judicial Section J.A. and his assistants		11.1.67	27.10.66/ 31.5.66	31.5.66/ 31.12.66/ 7.3.67	7.3.67	30.6.66, 22.9.66, 7.2.67, 12.8.66, 26.10.66, 31.12.66, 30.6.66, 28.9.66, 20.12.66, 30.6.66, 17.10.66, 13.1.67	
3. Revenue Section							
Revenue Asstt. and his assistants		22.9.66		20.8.66	15.7.66/ 20.1.67	13.6.66	
Bill Clerk and his Asstt.		22.9.66		20.8.66	15.7.66/30.1.67	13.6.66	
Excise Clerk and his Asstts.		30.8.66		4.2.67	17.9.66	30.6.66/27.12.66	
Stamp Clerk			26.12.66	31.5.66	15.6.66	30.8.66	
Tax Clerk	12.12.66 8.3.67		31.5.66 20.9.66	8.3.67		18.4.66, 30.9.66, 20.12.66 30.6.66, 27.10.66, 15.1.67	
4. Collection O.S.A. & his Asstts.			30.1.67	22.7.66	7.3.67	{ 30.6.66, 15.10.66, 27.1.67 (SRA-B) 30.8.66, 1.10.66, 25.1.67 (SRA-G) 30.6.66, 28.9.66, 21.1.67 (Ist Asstt.) 30.6.66, 10.10.66, 27.1.67 (IInd Asstt.) 8.6.66, 6.10.66, 21.1.67 (Tahsil Clerk)	
Salvo Tax			4.3.67	15.9.66/ 15.10.66/ 18.10.66/ 17.10.66			
" " "			30.8.66	20.9.66			
House Tax			28.11.66	22.7.66 25.9.66 21.9.66 27.9.66	24.9.66	Rev. Indemn-5.4.66, Judicial Indemn-5.4.66 5.4.66, 22.9.66, 25.2.67, 2.4.66, 22.9.66, 25.2.67	
5. Judicial Record Keeper & his assistants		9.3.67					
Magistrate Division							
6. Judicial Record Keeper & his Assts. 12.12.66				20.4.66		4.1.67, 23.9.66, 6.1.67, 28.9.66, 7.1.67	
7. Land Revenue Sadar Khasra & his Assts. A.R.E. Patwari Sard. A.I.E./W.S.I.			10.2.67/ 24.9.66/ 24.11.66	8.3.67	20.11.66	27.2.67 27.8.66, 20.1.67 27.1.67	
8. Land Revenue General Clerk Deputy Clerk			24.9.66		31.8.66		
9. Land Revenue General Clerk Deputy Clerk		19.8.66 20.4.66		29.2.67 4.1.67	11.8.66, 15.10.66 19.10.66		
10. Land Revenue S.A. Bill Clerk and Corrupt Clerk Small Savings Clerk Workmen's Comp. Clerk			22.7.66 20.8.66	29.4.66 27.6.66/28/9 20.5.66	12.9.66, 31.1.67 11.8.66 1.8.66		

- Notes:- 1. Total number of inspections 148
2. In addition the following officers also carried out inspections, their dates of inspection and date of compliance are detailed below

Name of Inspecting Officer	Office inspected	Date of inspection	Date of compliance
Member, Board of Revenue	Collectorate	30.9.66	8.12.66
Commissioner, Allahabad Division, Allahabad	Collectorate	15.3.66	22.9.66
Inspector of Government Offices	Court of J.O. Kotwali	8.2.66	-
	Court of Ladies Bench Magistrates	11.10.66	6.12.66
	Court of Bench Magistrates No. III	26.10.66	-

3. The denominator gives the date of compliance, where available.

ANNEXURE No. 38 (Ref. Para 4.23 (iii))

Sl. No.	Name of Police Station	Date of inspection by the D.M.
1.	Derapur	2.12.66
2.	Akbarpur	8.12.66
3.	Bhognipur	16.12.66
4.	Sikandra	20.12.66
5.	Moosanager	20.12.66
6.	Ghatampur	23.12.66
7.	Sajeti	24.12.66
8.	Bidhnoo	28.12.66

Sl. No.	Name of Block	Date of inspection by the D.M.
1.	Derapur	2.12.66
2.	Akbarpur	5.12.66
3.	Jhunjhak	7.12.66
4.	Surasaha	14.12.66
5.	Malana	15.12.66
6.	Pajpur	20.12.66
7.	Sandampur	21.12.66
8.	Ghatampur	22.12.66
9.	Bidhnoo	28.12.66
10.	Patara	29.12.66
11.	Bhitargaon	28.12.66.

...

SHORT NOTE ON THE CONSTRUCTION OF NEW COLLECTORATE
BUILDING AT LUCKNOW

The Collectorate in Lucknow was earlier located in the well known Roshan-ud-daula Kachheri building which was constructed in 1833 in the Nawabi time. With the growth of work connected with the district Courts and offices and setting up of a number of allied offices, the building ceased to appear to be suitable. The building, even otherwise, due to lack of ventilation which barred the passage of air and light, was pointed to be unsuitable for such an important office as the Collectorate.

The question of constructing a new building for the Collectorate was, in the first instance, officially given recognition in 1915, as a result of which, a plot of land was purchased for the purpose in 1918-19. Since then many attempts were made to execute the plan of the scheme but all in vain.

It was only in 1955, when the Deputy Commissioner Lucknow, once again, reopened the dead question and emphasised the need for a new Collectorate building. A tentative plan, with the help and consultation of the Chief Executive Engineer, Public Works Department and the Chief Architect of the State expected to involve a cost of Rs. 20 lacs, was prepared, but the things moved on rather slowly. However, in 1958, initial grant of Rs. 5 lacs and 14 thousand was made toward starting the construction work of the proposed Collectorate premises. The foundation stone of the building was laid by the then Chief Minister of Uttar Pradesh, Dr. Sampurnanand.

The progress of construction was chequered as the requisite further financial sanction from the Government was not forthcoming despite persistent efforts and repeated reminders. Ultimately, necessary funds were placed at the disposal of the Public Works Department in March 1963 and the building was ready for occupation by October 1966, although a little portion still remains to be built. That is why even though the offices of the Collectorate moved to the new premises in the last week of October 1966, the building has not, as yet, been officially taken over.

ANNEXURE No. 40 (Ref. Para 4.33 III)Proposed heads of classification of Tahsil Filing System

K-WBN-1/65	Establishment.
K-WBN-2/65	Casual leave applications files.
K-WBN-3/65	Personal files of Collection Amins.
K-WBN-4/65	Recovery certificates.
K-WBN-5/65	Correspondence file (Taqavi)
K-WBN-6/65	Allotment file
K-WBN-7/65	Lump sum recovery file.
K-WBN-8/65	Subsidy sanction.
K-WBN-9/65	Gratuitous Relief.
K-WBN-10/65	Suspension and post permanent file
K-WBN-11/65	Remission
K-WBN-12/65	Containing orders for issue of coercive processes.
K-WBN-13/65	File 3A-63 Statement
K-WBN-14/65	File LRI statement.
K-WBN-15/65	Fortnightly statement.
K-WBN-16/65	Statement of file for Revenue year.
K-WBN-17/65	Statement file for Financial year.
K-WBN-18/65	Monthly statement of Govt. all Govt. dues.
K-WBN-19/65	Refundable surplus of L.R.
K-WBN-20/65	Correspondence of statement.
K-WBN-21/65	Agriculture dues correspondence.
K-WBN-22/65	File regarding ABC category of L.R. arrears.
K-WBN-23/65	Z. A. F. Refund File.
K-WBN-24/65	Correspondence of AIT and L.L.H.T.
K-WBN-25/65	State Excise correspondence.
K-WBN-26/65	Misc. dues recovery correspondence.
K-WBN-27/65	Peshi Register File.
K-WBN-28/65	Coupons
K-WBN-29/65	File of canal warrants
K-WBN-30/65	Guard Files of Board's order.
K-WBN-31/65	Guard Files of Government orders.
K-WBN-32/65	Audit Inspection Note and compliance.
K-WBN-33/65	Monthly meeting files.

REGISTER GAUNGO

K-R.K.-1/65	Pay Bills
K-R.K.-2/65	Appointment.
K-R.K.-3/65	Suspension.
K-R.K.-4/65	Leave.
K-R.K.-5/65	Personal files of the Lekhpals.
K-R.K.-6/65	Record sent out side.
K-R.K.-7/65	Weeding of Records.
K-R.K.-8/65	Programme for test of Khewat.
K-R.K.-9/65	Statement Jinswar Kharif.
K-R.K.-10/65	Statement Jinswar Rabi.
K-R.K.-11/65	Statement Jinswar Zaid.
K-R.K.-12/65	Area Statement.
K-R.K.-13/66	Rental and Holding statement.
K-R.K.-14/65	Nazul Land.
K-R.K.-15/65	Grove Extract file.
K-R.K.-16/65	Indent file of forms.
K-R.K.-17/65	Correspondence survey instructions.
K-R.K.-18/65	Election file.
K-R.K.-19/65	Gaon Samaj file.
K-R.K.-20/65	Personal Ledger Gaon Samaj.
K-R.K.-21/65	Bhudan correspondence.

K-R.K.-22/65	Guard file B.Os.
K-R.K.-23/65	Guard file G.Os.
K-R.K.-24/65	File of Cement.
K-R.K.-25/65	File of Winter Tour Programme.
K-R.K.-27/65	File of Military Personnel.

ACCOUNTS**COPYIST**

X. C.-1/65	Indent of Forms.
X. C.-2/65	Correspondence of Library.
X. C.-3/65	File consignment of Copying Applications.

ACCOUNTS**REVENUE CLERK**

K. RC.-1/65	Casual leave register.
K. RC.-2/65	Inspection Note files.
K. RC.-3/65	Compliance of Inspection Notes.
K. RC.-4/65	Transfer orders of officials.
K. RC.-5/65	Despatch File.
K. RC.-6/65	Guard files of B.O.s
K. RC.-7/65	Guard files of G.Os.
K. RC.-8/65	Kerosen oil dealers.
K. RC.-9/65	Stationery Indent files.
K. RC.-10/65	List of weeding of records (Annual).

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ACCOUNTS**MOHARRIR JUDICIAL**

K. MJ-1/65	Statement files.
K. MJ-2/65	Guard files.
K. MJ-3/65	Misc. files of Rubkar.
K. MJ-4/65	Cases files.
K. MJ-5/65	Sugar dealers files.
K. MJ-6/65	Giles of Gold Smith.

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ACCOUNTS**NAIB NAZAR**

K. NN.-1/65	Salable forms.
K. NN.-2/65	Salary bills of process servers.
K. NN.-3/65	File of statement.
K. NN.-4/65	File of buildings.
K. NN.-5/65	File of repairs of building.
K. NN.-6/65	1 % deduction file of Amna.
K. NN.-7/65	Personal files of peons.
K. NN.-8/65	Casual leave of peons.
K. NN.-9/65	Misc. Correspondence files.
K. NN.-10/65	Correspondence file of Old Age pension.
K. NN.-11/65	Files of Festivals.
K. NN.-12/65	Files of local Market rates.
K. NN.-13/65	File of Petition Writers.

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S.T.A.

K. STA.-1/65	File of Z.A.C. Bonds.
K. STA.-2/65	File of R.G. Bonds.
K. STA.-3/65	File of Remittance.
K. STA.-4/65	File of specimen signatures.
K. STA.-5/65	Guard file of pensioners Civil & Military.

K. STA.-6/65 Guard file.
K. STA-7 /65 Excise dues.

Note:- The first letter of the file numbers indicated against each subject stands for the name of the Taksil, and subsequent letters viz. W.B.N. etc. stand for the Branch to which the file pertains. The next digit stands for the serial number assigned to the subject matter of the file in the list of subjects. The last digit stands for the calendar year.

...

ANNEXURE No. 41 (Ref. Para 5.11)(vi b)BREAK UP OF WORK BETWEEN COLLECTOR AND ADDL. COLLECTORSCOLLECTOR:-

1. Overall supervision of the district Administration, both Criminal and Revenue. Only cases involving enunciation of policy or likely to become precedents should, however, go to the District Magistrate.
2. Overall supervision of Planning and development including Agriculture, Cooperative, Industries, Panchayat Raj, P.R.D., Prohibition, Harijan Welfare and Social Welfare. (Here also the Collector's function should be to issue broad directives and orders involving policy decisions.)
3. Overall supervision of Food & Civil Supplies and Rent Control.
4. Overall charge of the Treasury.
5. Intra district transfer of Naib Tahsildars, Tahsildars and Deputy Collectors.
6. Distribution of work among Officers.
7. Cases relating to appointment of Honorary Magistrates/ Government Counsels.

ADDITIONAL COLLECTORS:-

1. Day to day administration of the district.
2. V.I.P. duties.
3. Supervision of the Combined Office, Masarat, Record Room, Collections and other offices of the Collectorate including transfers and postings of officials.
4. Supervision of the District Supply Office and Rent Control Office.
5. Transfer applications and revisions of the Court of Magistrates.

6. Issue of domicile, schedule caste and such other
Mag certificates.
7. Controlling authority for the T.A. bills of Gazetted
Officers.
8. Supervision over the Court work of City Magistrates,
S.D.Ms, Extra Magistrates and Honorary Magistrates.
9. Inspection of Jail and Jail complaints.
10. Inspection of Police Stations.
11. Licensing of Arms and Explosives.
12. Supervision of D.S.S. & A.B.
13. Supervision of Local Bodies.
14. Supervision of the Namul Office.
15. Supervision of Consolidation Office.
16. Inspection of Tahsils.

ANNEXURE No. 42 (Ref. Para 6.07)

LIST OF RECOMMENDATIONS WHICH WERE IMPLEMENTED EITHER FULLY PARTIALLY IN REGARD TO THE REORGANIZATION OF COLLECTORATES UNDER G.O.No. 916/O&M-1956 dated December 26/31, 1956 AND IN REGARD TO REORGANIZATION OF TREASURIES UNDER G.O.No. A-1-5671/X-5(29)-57 dated February 1, 1958.

(A). COLLECTORATES

1. Index and file registers should be maintained in the English Record Room only. Despatch register should be maintained by the Despatcher who should work in the Nazarat. Index and File registers and Receipt and Despatch registers of all kinds maintained elsewhere throughout the Collectorate should be abolished.*
2. Setting up of Inquiry Office.
3. J.R.K. should be put under R.R.K.
4. Procedure for the disposal of correspondence.
5. Three tray system.
6. Abolition of Copying Department and along with that placement of three Copyists under the Revenue Record Keeper, one under the Judicial Record Keeper, two under the A.D.M. (J) for Courts, some in Tahsil and one in reserve under the O.S.
7. Record Keeper should be empowered to pass orders on copy applications and should hold back only a few difficult and doubtful cases for the sanction of O.C.
8. (a) One Typewriter should be provided to each Court on which judgment could be typed and a copy thereof could be handed over to the accused.
9. Abolition of Roznamcha and maintenance of loose leaf file.
10. Consignment of files of Class I (to be kept for one year) should be done Thence.
11. (a) Files relating to decisions in bye law cases in

which petty fines are imposed should not be consigned at all and should be destroyed in the Court itself exception being made in cases relating to matters involving property rights such as encroachments or violation of building bye-laws.

(b) Abolition of alphabetical register in which names of the accused are entered. A register should be kept only for cases to which section 75 I.P.C. is applicable.

(c) The manner of classifying files should be revised. Files should be maintained only under two classes.

Class I should be consigned for five years and should include all cases in which the maximum punishment is three years imprisonment or less, except cases to which section 75 I.P.C. may apply. All the rest should be in class II to be kept for 20 years.

12. Files should be sent in duplicate with form 56 to the Record Room, one to be retained in the Record Room and kept in a loose leaf file, and the other to be returned to the Court.

13. Political sufferers certificate may be allowed to be issued by Jails. Only cases which they feel inclined to reject may be referred to the Collector. R.A. II should be relieved of the responsibility of seeing to the compliance of inspection notes.

EXCISE CLERK

14. Registers for (i) rewards granted and (ii) rewards gained by each person should be abolished.

15. Defects book maintained by him should be abolished.

16. Applications from licensees should not go to the Excise Clerk but to the Excise Inspector.

SUITS CLERK

17. Notice once received should be sent to Suits Clerk

without indexing who should himself check up whether the suit is in order and should send it on to the Deptt. concerned for a narrative (without bringing in D.G.C. at this stage. Department concerned should then send the narrative to the D.G.C. through the clerk who has to deal with the suit notices so that correspondence between D.G.C. and the department concerned is avoided and any queries which D.G.C. wants to make may be responded to by the Clerk.

D.G.C. will send the opinion to the D.M. and return the records to the clerk. D.M. can then take the proceedings in his charge.

18. Assessment of damage to person and property out of accidents in which Government vehicles are involved should be done by some office of the Transport Department (who should be a member of the P.C.S.) specially trained for the purpose.

Service of notices and notifications under the Industrial Disputes Act should be sent direct to the Tahsildar and not through the D.M.

Labour awards which are sent to the D.M. need not be indexed.

Reports from the Jails about prisoners who are to be released on Probation should be sent to D.M. through S.P. and not through D.M. to S.P.

I.A. IV

19. Creation of central register for arms for transferable Government servants under Board of Revenue.

Except for Revolvers, Pistols and automatic weapons inspection of arms at the time of renewal should be abolished. S.D.Os and Gazetted Police Officers may inspect the arms of the licensees while they are on tour

S.D.Ms should renew the licences and forward the applications to the Arms Clerk for making necessary entries.

Renewal for three years should be recommended to the licensees.

Renewal by post may be tried.

Renewal year of the licence should run from the date of grant of licence.

Limitation on the use of ammunition by licensees should be withdrawn.

NAZIR

20. One peon may be entrusted with the work recouping Nazir's advance from the Bank or the work should be done through the Treasury.

NAIB NAZIR

21. Work relating to register no. 11 dealing with the sale of and forfeited property may be reduced if items below Rs.50/- in a case were disposed off by Courts in any manner they thought fit.

Naib Nazir should be relieved of work relating to register no. 5. Fines may be paid through Treasury challan and not in cash. If fines are obtained in cash, the Court Clerk should deposit the amount with the Government Treasurer whose responsibility it should be to deposit the amount in the Bank.

He need not maintain service books, increment certificates, leave titles, pension cases of peons on behalf of the Tahsil.

All despatch work should be put under the Nazarat.

O.S., S.K. and C.R.A. should have a peon each and the rest of them should be pooled under Nazarat.

GENERAL CLERK

after entries are made in the register.

To avoid confusion, he should maintain a personal file of each clerk for which he should be provided with steel filing drawers.

COURTS

23. A Typewriter should be provided to each Court.

The practice of fixing standards for the out-turn of Magistrates should be abolished.

Their Out-turn should be checked with the help of 'pandrahroza'.

24. Abolition of register no. 4 (form 14) of miscellaneous papers.

Abolition of register of files sent for copies.

Abolition of register of cases committed to Session.

Abolition of register of processes.

Abolition of register of bails granted in non-bailable offences.

Sureties in unimportant cases should be verified by Vakils.

The system of double record should if it exists, be done away with.

Commissioners of Oaths be appointed.

25.

INSPECTIONS

Questionnaire method of carrying on inspections should be done away with an emphasized need of freedom for the Inspecting Officer to use his judgment and initiative.

26. Accounts parties should not visit Collectorate for more than two times a year except for special reasons.

27. A roster prescribed by the D.M. to serve as a basis for the inspections should be made by O.S. and Senior Clerks.

23. Under the O.S. should be a number of Senior Clerks who would each have Junior Clerks working under them.

B.

TREASURY

1. Change of procedure in regard to payments by periodical depositors.
2. Change of procedure in regard to payments made by casual depositors.
3. Abolition of system of payment by cheques by departments (partially).
4. Raising of Treasury Head Clerk to the post of Asst. Treasury Officer.
5. Payment of the bills of Collectorate staff Tahsilwi and the disbursal of pay of Tahsil staff on the first of every month.
6. Payment of pensions by money order upto Rs.100/-.
7. Attaching of form B.M. 9 with the bill.
8. Keeping of receipt books for land revenue and canal dues in the Treasury Strong rooms.
9. Payment of interest on Government bonds and deposits by the State Bank of India without the intervention of the Treasury (at Kanpur only where Public Debt Office exists).
10. Sending in original of the cancellation advice of Government bonds etc. registered for payment at a Sub Treasury to the Sub Treasury for necessary action.
11. Despatch of the Treasury dak by the Treasury itself.
12. Payment of special pay of Rs.75/- per mensem to the (Senior) Treasury Officers in the KANAL towns and Meerut (in Kanpur Senior Treasury Officer used to get Rs.100/- as special pay). This has now been merged with his pay scale.

13. Separation of the ministerial staff in the Treasuries from the Revenue cadre of Collectorates.
14. Upgrading of bill passing clerks in a Treasury in the scale of Rs. 85-8-145 (the pay scale has since been revised by the Pay Rationalisation Committee. Present scale of bill passing clerks is Rs. 120-6-180-8-220).

RECOMMENDATIONS OF DAS COMMITTEE WHICH WERE IMPLEMENTED

1. (i) Cooperative Society for officials.
 - (ii) Cooperative Housing Scheme.
 - (iii) Medical facilities.
 - (a) Consultation.
 - (b) Dispensary.
 - (c) Supply of medicine.
 - (d) Visit of Medical Officer at home in case of serious illness.
 - (iv) Facilities for recreation.
 - (a) Games and Sports.
 - (b) Reading room.
 - (c) Tiffin Room.
 - (v) Educational facilities.
 2. Promotion should be by seniority in place of merit.
 3. The Local Bodies Clerk and Town Area Clerk should be put under the Election Head Clerk.
 4. Drives for solicitation of subscriptions should be abolished.
 5. Almira at the back of the officials should be taken away.
 6. Government should clearly prescribe categories of permanent and non-permanent files. Permanent files should be kept in steel filing drawers. For non-permanent files, each basket should carry a slip giving the earliest year on which file contained in it has to be weeded.
- P.A. II
7. The declaration of a candidate about his domicile should be taken as correct by the appointing or examining authority.

2. Verification of the Civil list should be done by the Appointment (A) Department of the Secretariat without reference to the Collector.

8. Routine character verification by the Collector or S.P. should be abolished.

Superior Courts should not use this officer as a channel for the receipt and forwarding of files and summonses meant for other Courts.

EXCISE CLERK

9. Registers for out of pocket should be abolished.

10. Provision of an adding machine.

11. The post of J.A. II should be abolished.

J.A. III

12. The District Board should send a clerk in the Collectorate at least once a week for personal discussion with J.A. III, correspondence should be avoided.

Routine correspondence between Local bodies and the Commissioner need not go through the Collector.

Social Welfare Department should collect information regarding poor houses, widows homes etc. through Social Welfare Officers if any or through Honorary workers.

13. Superior Courts should send files, requisitions and notices direct to the Court concerned instead of through D.M.

Licences to Rickas and Tongas may be issued by Town Areas, Notified Areas or District Boards.

14. Renewal fees should be paid by stamps.

PASSPORT CLERK

15. The applicants with their applications for extension of stay in India should go directly to the A.D.M. who after issuing grant orders should stamp the

passport, sign it and deliver it across the table to the party and send the application forms to the passport Clerk for purposes of record.

15. In case of international passports a specimen of the guarantee form should be furnished by the applicants be attached with the application form along with other instructions.

HAZIR

17. His permanent advance should be raised from Rs.700/- to Rs.3000/-.

The diet money for prosecution witnesses in Police cases may be kept by the Police Accountant.

18. A provision for electric bells with an Indicator Board be made for each section having a peon.

19.

ELECTION OFFICE

Queries from individuals desiring to know if their names have been entered in the roll should be attended to through reply paid post cards.

20.

GENERAL CLERK

The casual leave register need not be put up to the O.S.

21. In connection with Collector's Stenographer's duties all registers maintained by him except one for correspondence which is passed by the Stenographer should be abolished.

22. Staff of Honorary Courts should be made permanent.

23. Collector should issue special instructions to the Inspector of Offices about the matters which he particularly wants to be looked into.

B. TREASURY

1. The use of National cash registers.
2. Printing of "Not payable at the Treasury" in red ink on duplicate bill forms.
3. simplification of bill forms and making them uniform option of receiving.
4. Payment of pensions by the State and Government of India pensioners from the nearest disbursing office of the department from which they retired.
5. Encouragement to civil pensioners to nominate their heirs.
6. Suitable changes in the guard book in which disburser's half is kept and redesigning of the disburser's half by the Inspectorate of offices.
7. Cutting down the number of detailed heads to the minimum by the Finance department.
8. Reduction in the number of Treasury forms.
9. Amendment of the form of the pay bill for Gazetted Officers.
10. Signing of the last pay certificate by the Treasury Officer.
11. Framing of detailed rules regulating the conditions of service of the Treasury Ministerial staff (the draft rules are pending for finalization with the Government since more than 5 years.)
12. Reservation of certain number of posts of Treasury Office in the cadre of the U.P. Finance and Accounts service for promotion from among Treasury Head Clerks and Office Superintendents ($\frac{2}{3}$ rd of reserved vacancies for Treasury Head Clerks and $\frac{1}{3}$ rd for Office Superintendents).

RECOMMENDATIONS OF DAS COMMITTEE IMPLEMENTED EITHER
ON GIVEN UPA. COLLECTORATEEXCISE CLERK

Order sheet for each recovery file maintained by him should be abolished.

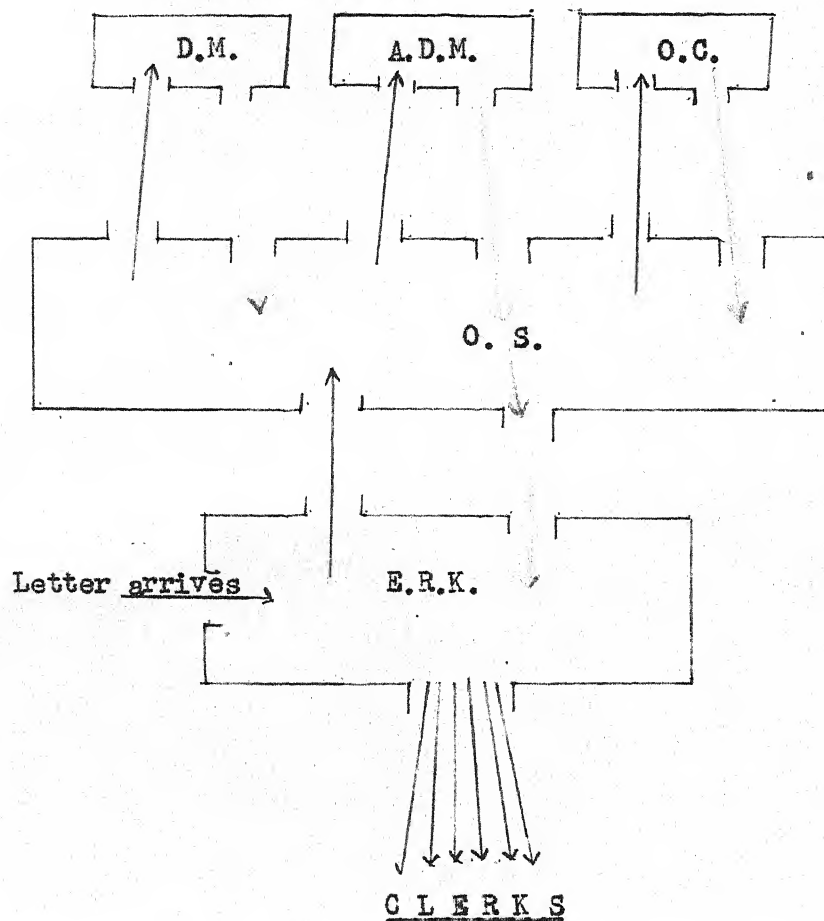
2. Reader ought to know shorthand for which he should get an extra allowance of Rs.25/-.

3. Court officials should use ball point pens.

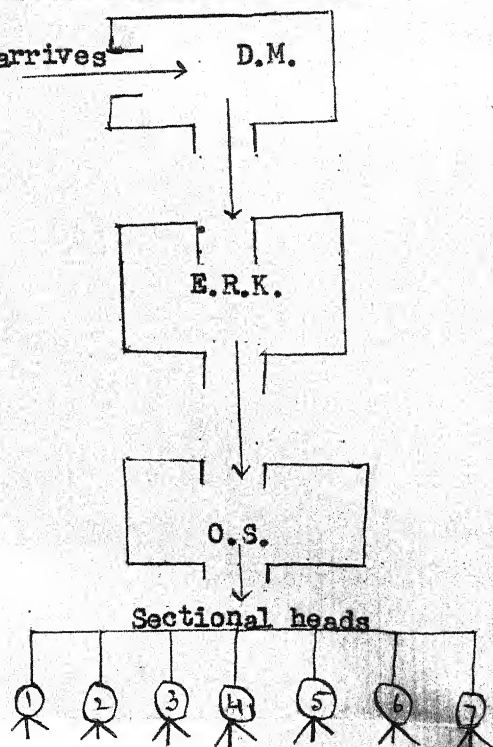
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CHART SHOWING THE OLD PROCEDURE, PROCEDURE RECOMMENDED BY DAS COMMITTEE
AND THE SUGGESTED PROCEDURE
FIRST STAGE IN THE HANDLING OF LETTERS IN THE COLLECTORATE

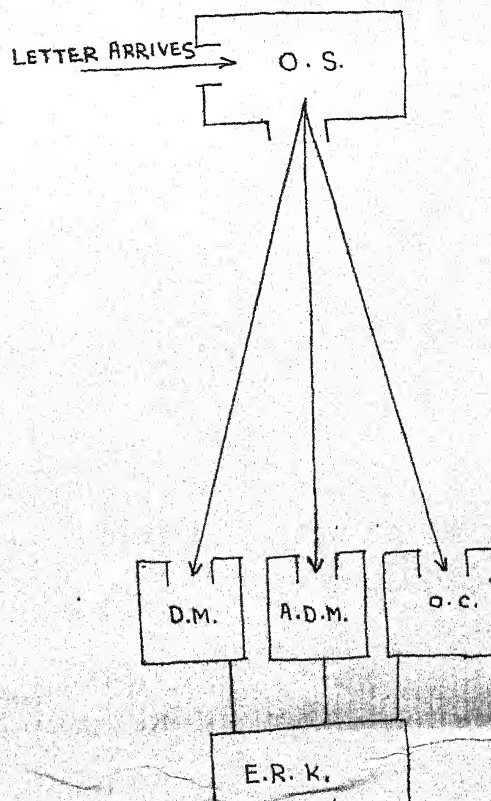
(1) OLD PROCEDURE ---



1) Das Committee procedure



SUGGESTED PROCEDURE



STATEMENT SHOWING COMPARATIVE FIGURES OF THE WORK DONE AT KANPUR TREASURY DURING THE LAST THREE YEARS ON THE FOLLOWING ITEMS.

Payment	1963-64	1964-65	1965-66	No. of officials employed
1. Bills of Gazetted & Officers (Central and Provincial)	22308	22217	22521	3
2. Establishment bills and other vouchers Central and Provl.	93165	92612	94119	7
3. Establishment of G.P. notes, rewards discharges etc. Central, Provl. and cheques and DA & TA	5644	6211	5594	Bill passing assistant does this work also
4. Z.A.F. & Z.A.C. (Final, interim and refunds)	5218	5383	5774	1
5. Civil Pensioners Central & Provl. (all process)	1756	1872	1970	1
6. Military Pensioners	1263	1582	1997	1
Receipts				
1. No. of challans transfers and entry made in warrant registers (Central & Provl.)	3,38,316	364865	384008	8+1 Asst. Hd. Clerk
2. Receipt entries Central & Provl.	313852	337422	354440	
3. Revenue, criminal and Civil personal deposits & D.B.T.A. etc. entries made in the registers	58238	53737	70769	1 Asst. who does posting also does this (including other posting work)
4. Z.A.F. Receipts	6706	6955	7404	
				Total 23

Notes:- Vouchers paid by the Bank are accounted for by the payment section for which figures cannot be compiled and, therefore figures at 1 and 2 should be taken under this head also.

SUGGESTED DIVISION OF TREASURY STAFF INTO
DISTINCT CATEGORIESSECTION I

<u>Provincial Payment Section</u>	(
'	(
PC I PC II PC III PC IV	(Sectional Incharge T.H.C.
<u>Miscellaneous Section</u>	(
'	(
D.L.C. P.L.C. Z.A.C. DESPATCHER	(

Note:- Particular departments of State Government (i.e. Police, Medical etc.) will be allotted to the Assistants of the Section for purposes of bill passing.

SECTION II

<u>Provincial Payment Section</u>	(
'	(
PC V PC VI PC VII PC VIII	(Sectional Incharge Addl. T.H.C.I
<u>Pension Section</u>	(
'	(
Civil Military	(
Pension Pension	(
Clerk Clerk	(

Note:- Particular departments of State Government (i.e. Police, Medical etc.) will be allotted to the Assistants of the Section for purposes of bill passing.

SECTION III

<u>Central Payment & Receipt Sections</u>		Writing up of transfer registers (Central & Provincial Sectional Incharge T.H.C. II
'		
PC IX PC X Central Receipt Clerk I Central Receipt Clerk II		

Note:- Particular departments of Central Government will be allotted to the Assistants of the Section for purposes of bill passing.

ANNEXURE 48 (REF. PARA 6.37(b))SUGGESTED DIVISION OF SECTIONS/DUTIES BETWEEN
SENIOR TREASURY OFFICER AND ADDITIONAL
TREASURY OFFICERS1. Senior Treasury Officer

- (a) Section I
- (b) Inspection of Sub Treasuries.
- (c) Superintendents of Stamps.
- (d) District Stamp Officer.
- (e) General supervision of Treasury and matters relating to establishment i.e. appointment, leave, promotions, disciplinary proceedings etc.

2. Addl. Treasury Officer I

- (a) Section II
- (b) Maintenance of Treasury Forms, Treasury records, weeding etc.

3. Addl. Treasury Officer II

- (a) Sections III to V
- (b) Passing of Medical refund bills.
- (c) Supervision of Periodical returns.
- (d) Supervision of despatch of forms B.M.(9
- (e) Verification of Treasury Pass Books.

* SECTION IV

<u>Accounts Preparation Section</u>	:	
(Provincial Accounts)	:	Sectional
<u>Payments</u>	:	Incharge
(Eight Assistants)	:	Addl. T.H.C.
	:	III
<u>Accounts Preparation Section</u>	:	
(Central Accounts)	:	
<u>Payments</u>	:	
(Two Assistants)	:	

* SECTION V

<u>Accounts Preparation Section</u>	:	
(Provincial Accounts Receipts)	:	Sectional
(Six Assistants)	:	Incharge
	:	Addl. T.H.C.IV
<u>Accounts Preparation Section</u>	:	
(Central Accounts Receipts)	:	
(Two Assistants)	:	

*Note:- The function of the Assistants in these sections will be to prepare Treasury Accounts from Bank Scrill and Sub-Treasury Accounts for submission to the A.C., U.P., Allahabad.

ANNEXURE No. 49 (Ref. Para 6.35 e)In case of payment at the Bank PROCEDURE WHICH A PENSIONER HAS TO FOLLOW BEFORE
HE GETS THE PAYMENT

1. Pensioner presents the bill with the Pension payment order at the Treasury.
2. Claim is checked from the relevant P.P.O.
(Pension Payment Order) kept in the Treasury.
3. Order for payment in the Bank is endorsed.
4. Necessary entries are made in both halves of P.P.O. and warrant register.
5. Bill is returned to the Pensioner.
6. Pensioner presents the bill at the Bank and is given a token.
7. Cash payment is made.
1. Pensioner presents pensioner's half of P.P.O.
2. The entries are compared with the half of P.P.O. kept in the Treasury.
3. A bill is prepared by the Pension Clerk.
4. Entries are made on both the halves of the P.P.O.
5. Pensioner signs the bill and the receipt.
6. A consolidated bill for the day is sent to the Cash section.
7. Entries are made in the cash book in the cash section.
8. Pensioner initials the vouchers and both the halves of P.P.O.
8. Receives payment before the T.O.

LIST OF ABBREVIATIONS.

A.D.M.	Additional District Magistrate
A.J.A.	Assistant Judicial Assistant
A.R.A.	Assistant Revenue Assistant
A.I.T.	Agricultural Income Tax
C.R.A.	Chief Revenue Accountant
Cr.R.K.	Criminal Record Keeper
D.M.	District Magistrate
D.S.O.	District Supply Officer
E.R.K.	English Record Keeper
J.A.	Judicial Assistant
O. & M.	Organization and Methods
O.S.	Office Superintendent.
R.A.	Revenue Assistant
R.R.K.	Revenue Record Keeper
T.H.C.	Treasury Head Clerk
T.O.	Treasury Officer
Z.A.C.	Zamindari Abolition Compensation Clerk.

GLOSSARY OF TECHNICAL TERMS AND HINDUSTANI WORDS

AMALMAD	Court Clerk
AMIN	See Kurk Amin
BADAR FILES	Files returned from Record Room to courts for correction of mistakes.
BASTA	A cloth-cover for wrapping records.
KHAZANA	Treasury
KURK AMIN	Official who realizes Government dues by attaching property
MALKHANA	Store Room
MOHAFIZ KHANA	Record Room
MULAKATI	Visitor, person seeking interview
NAZIR	Accountant-cum-Caretaker of the Collector's Office. His office is called Nazarat.
PANIPAH ROZA	Fortnightly statement
ROZNAMCHA	Daily diary or register for entry of records.
SADAR KNUNGO	An official incharge of Land Records Work.
TIKAVI	Loans.

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(11)

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Morrison, Herbert	Vitality in Administration
Nadkarni, L.M.	District Administration in Bombay.
Nehru, S.S.	Administrative Problems and how to solve them.
O'Malley, L.S.S.	The I.C.S.
Shastri	Principles of District Administration.
Woodruffe, Phillip	Men who ruled India (a) Founders (b) Guardians

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Misra, B.B. & Nigam, S.R.S.	Report on the Reorganization of the Civil Courts in Uttar Pradesh.
Government of U.P.	Report of the Pay Rationalization Committee, U.P.
Organization and Methods Division, H.M. Treasury, London.	The Practice of O. & M.
Government of India	The Machinery of Government, Improvement of Efficiency.

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